



Research Product 98-16

**Plan for Combat Operations
(Battlefield Function 18)
as Accomplished by a Direct Support
Field Artillery Battalion
Volume 2: Assessment Package**

William J. Mullen III, Robin Elder, and Toni R. Kemper
BDM Federal, Inc.

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14. ABSTRACT (Maximum 200 words): The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training. The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the assessment package for BF 18 as performed by the direct support field artillery battalion.					
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FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The assessment procedures described in this report are based on a function analysis resulting from one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units, one of which is the Direct Support Field Artillery Battalion.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS
Technical Director

ACKNOWLEDGMENTS

The assessment package contained in this volume is based on the battlefield function analysis presented in Volume 1. That analysis benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director of Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program (FXXITP) office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the U.S. Army Field Artillery School (USAFAS), DTDD at USAARMC, and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, U.S. Army Armor School (USAARMS); LTC David M. Annen, USAFAS; LTC Larry Newman, U.S. Army Air Defense Artillery School; COL Philip Federle, U.S. Army Engineer School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Dr. Kathy Quinkert for her continual support and guidance. As Contracting Officer's Representative, she interfaced with the FXXITP and the Army audience continually in providing program intent. Additionally, Ms. Dorothy Finley is acknowledged for serving as a peer reviewer for the product. She offered constructive comments that have improved both the content and style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

PLAN FOR COMBAT OPERATIONS (BATTLEFIELD FUNCTION 18) AS ACCOMPLISHED BY A DIRECT SUPPORT FIELD ARTILLERY BATTALION VOLUME 2: ASSESSMENT PACKAGE

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INTRODUCTION

The results of the Army Research Institute's examination of battlefield functions (BFs) relevant to a brigade combat team's combined arms operations are in a series of two volume sets. These sets cover brigade headquarters and the supporting units of air defense artillery battery, engineer battalion, field artillery battalion, and forward support battalion. Volume 1, *Function Analysis*, identifies and describes information and tasks necessary to accomplish the function. The analysis is targeted at planning and conducting collective training. Volume 2 provides an *Assessment Package*. It implements an assessment approach that identifies the purpose of the unit's action in relation to the function. This provides a basis for appraising the performance of the function and the outcomes resulting from it. The assessment package is intended to support the conduct of a training event, such as a field training exercise (FTX) or command post exercise (CPX). The package assists assessment planning, data collection, and using the collected data in the conduct of after action reviews (AARs). The materials assume skilled observers who can quickly identify when a unit is performing especially well or not, and, if not, the nature of the problem. Nothing in the *Assessment Package* can substitute for that expertise. The package adds value to two aspects of assessment. First, consistency in the assessment of multiple observers is facilitated through the consideration of the same outcomes and tasks. Second, efficiency in the assessment and AAR process is enhanced.

This assessment package is for the direct support field artillery battalion. It is organized to allow a commander or other observer to consider performance at several levels associated with increasingly focused questions:

- Did the unit achieve the purpose of the BF (e.g., for BF 19, to provide leadership, direction, command, and control during preparation for the battle)?
- If the purpose was not achieved, which outcomes did not occur? (e.g., Did subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent?)
- If an outcome did not occur or if performance was exemplary, what components of the outcome (e.g., backbriefs, rehearsals) or clusters of tasks (e.g., rehearsal tasks related to level of participation, priority of tasks, and realism) were notable strengths or weaknesses?

The tools provided in this *Assessment Package* include:

- **Worksheet:** This provides a means to record brief answers to each of above three questions.

- **Assessment Strategy and Assessment Scale:** The Strategy section advises where assessment personnel should be stationed to both observe performance, and review incoming information and outgoing products. The Assessment Scale can be used to assign evaluative ratings to both observations and products.
- **Outcome Assessment Observations and Diagnostic Aids:** These forms guide observers in making their evaluative ratings and then in further specifying, or diagnosing, any weakness in the observed performance.
- **Product Review Measures of Effectiveness:** These forms provide a means for collecting information regarding each of the products. They identify the products to be reviewed, which items to evaluate, and the information to be recorded.

Planning Assessment

The Assessment Strategy tool, briefly noted above, lists all outcomes that could be addressed, suggests where observers should be located, and specifies activities and products to be observed. The strategy helps commanders decide which outcomes should be addressed, guides the estimate of the number of observers and types of enemy forces required, and identifies the relevant assessment tools in the package (e.g., measures of effectiveness, outcome assessment guides, and diagnostic aids).

Conducting AARs

In assessing the training and organizing the AAR, the commander or observer progresses through three decisions. The first decision is whether the function was accomplished and if it should be addressed in the AAR. This decision is typically based on whether the unit accomplished the purpose of the function and the outcomes that support the purpose. The next level of choice is the selection of function outcomes that are appropriate for the AAR. This analysis is supported by objective measures in the Assessment Package's tables and a framework for systematic expert judgment concerning performance related to the outcome. The third level of selection concerns the specific behavior related to the outcome that was pivotal to the unit's success or failure. This selection is aided by data collected in accordance with the observation and product review guides for each component. In complex outcomes, the performance requirements are broken into components to help the commander or other observers focus their attention. In all cases, related tasks and supporting tasks are summarized to describe behavior required to achieve the outcome. Two types of measures help provide the desired consistency and efficiency.

Outcome Assessment Guides. These guides usually require the commander or observer to be present to watch the unit's actions and judge the results. Tasks and supporting tasks associated with each outcome are grouped into likely strengths or

weaknesses. The guides are supported by diagnostic aids tied to the function analysis in Volume 1. The diagnostic aids list the tasks and supporting tasks that apply to the outcome components and task summaries.

Product Review Measures of Effectiveness. These measures help anchor the assessment with objective data. The tables associated with the measures of effectiveness should be completed for each event that covers the relevant outcomes. Over time, the measures will provide a context for showing how performance compares with other units or with previous performance by the subject unit. Many of the measures can be completed based on products, so the commander or observer does not have to view the performance. There should, however, be a mechanism in place to collect and process the information before the AAR.

WORKSHEET

MISSION _____
 DATE _____
 UNIT _____

Briefly state the Division Artillery (DIVARTY) and supported brigade commanders' intents.

DIVARTY commander's intent:
Brigade commander's intent:

PURPOSE OF THE BF: To provide direction and guidance to all elements of the direct support (DS) field artillery (FA) battalion (Bn) in the form of orders.

Did the DS FA battalion achieve the purpose within the supported brigade commander's intent? (Circle one:) Yes No
 If the performance exceeded the standard, please describe any techniques of superior performance. These are techniques that you believe should be cited in the AAR and, perhaps, relayed through lessons learned agencies to be shared with the rest of the Army.

WORKSHEET (Continued)

Outcome	Achieved?	Notes
OUTCOME 1: Complete, concise, feasible, suitable, acceptable, and tactically sound DS FA battalion orders that conform to doctrinal standards are issued.	Y N	
OUTCOME 2: Field artillery support plan (FASP) and verbal orders are received and understood by key participants in no more than 1/3 of the available time.	Y N	
OUTCOME 3: Sufficient hard copies of the FASP and all key accompanying documents are provided to key personnel in accordance with tactical standing operating procedures (TSOP).	Y N	
OUTCOME 4: FA operations, command, and control continue during planning process.	Y N	

ASSESSMENT STRATEGY

Locations to observe unit performance and aspects of that performance relevant to assessment are suggested for each Outcome. The suggested locations and focus/focuses are not meant to be an exhaustive or all inclusive list.

Outcome	Location and Focus of Assessment
<p>OUTCOME 1: Complete, concise, feasible, suitable, acceptable, and tactically sound DS FA battalion orders that conform to doctrinal standards are issued.</p>	<p>Focus on FASP completion and whether it was in accordance with doctrine and whether it was tactically sound. (Use Tables 3, 4, 5, 6, and 7)</p> <ul style="list-style-type: none"> • With FA Commander, S3, executive officer (XO), and other members of the staff to observe planning process, verify doctrinal correctness of the FASP. • With DS FA staff and fire support coordinator (FSCoord) to assess course of action (COA) analyses. • With FA command post (CP) S3/2 section to observe timeliness of warning order (WARNO) development and issuance. • Review FASP.
<p>OUTCOME 2: FASP and verbal orders are received and understood by key participants in no more than 1/3 of the available time.</p>	<p>Focus on whether the battalion staff prepared and distributed the FASP in sufficient time for them to conduct their planning and to prepare. (Use Tables 1, 2, 8, and 9)</p> <ul style="list-style-type: none"> • With the DS FA Bn staff to assess establishment and adherence to timelines and the efficiency with which time was used. • With the DS FA Bn staff to observe use of standing operating procedure (SOP) preformatted forms and other measures to save time. • With task force (TF) commanders, subordinate, and supporting DS artillery units to monitor receipt of WARNOs, FASP, and subsequent refinements. • With DS artillery units to assess whether there is sufficient time for them to prepare their plans and prepare before operations begin.

Outcome	Location and Focus of Assessment
<p>OUTCOME 3: Sufficient hard copies of the FASP and all key accompanying documents are provided to key personnel in accordance with TSOP.</p>	<ul style="list-style-type: none"> • Focus on key personnel and units receiving the FASP and annexes in time to inform adjacent, subordinate, and higher headquarters, and complete their mission. (Use Tables 8 and 9) • With XO and staff to observe copies of FASP sections being produced. • With S3 section to observe operations overlays copies being made. • With brigade and TF fire support officers (FSO) and fire support elements (FSE) to observe that the FASP, graphics, and accompanying overlays are received in the appropriate quantities. • With the firing batteries to determine if the FASP and all key accompanying documents were provided.
<p>OUTCOME 4: FA operations, command, and control continue during planning process.</p>	<p>Focus on ongoing field artillery support required during the planning process.</p> <ul style="list-style-type: none"> • At FA tactical operations center (TOC) and battery operations center (BOC) to verify operations are continuing while the planning is in process. • With any forces in contact to verify FA delivered fires as needed.

ASSESSMENT SCALE

Whenever the units' performance must be rated with respect to an outcome, or component of an outcome, the rating should be on the scale Adequate, Marginal, Not Adequate, defined below. Whenever these ratings are required, the outcome (or component) will be framed in a box with the rating scale, as in this example:

OUTCOME 1: Complete, concise, feasible, suitable, acceptable, and tactically sound direct support (DS) field artillery (FA) battalion orders that conform to doctrinal standards are issued.			
	Adequate	Marginal	Not Adequate

In each case, circle the appropriate rating, using the scale below for guidance:

Adequate		Marginal	Not Adequate
The unit can successfully achieve the outcome to standard. Outcome is achieved with no significant shortcomings.	The unit can successfully achieve outcome with some shortcomings.	The unit cannot achieve the outcome to standard.	

Two sub-sections are included with each Outcome's section to assist in the selection of an appropriate rating. These sub-sections should be used if the observer requires more information upon which to base a rating or requires precision to focus planning for training:

- 1) The first sub-section consists of assessment statements which orient the observer on observable performances related to the tasks contributing to achieving the Outcome. The assessment statements were derived by incorporating the substance of several tasks.
- 2) The second sub-section entitled Diagnostic Aid lists the tasks and subtasks supporting that particular Outcome. The diagnostic aid permits selection of specific tasks to facilitate planning future training.

Where appropriate due to complexity, some Outcomes have been divided into outcome components which are assessed separately.

OUTCOME ASSESSMENT OBSERVATIONS AND DIAGNOSTIC AIDS

OUTCOME 1 ASSESSMENT

OUTCOME 1: Complete, concise, feasible, suitable, acceptable, and tactically sound direct support (DS) field artillery (FA) battalion orders that conform to doctrinal standards are issued. (Use Tables 3, 4, 5, 6, and 7)

Component A: FASP is complete.	Adequate	Marginal	Not Adequate
Complete FASP addresses:			
<ul style="list-style-type: none"> Who: DS FA elements which will execute the actions What: type of actions required to support brigade mission essential tasks. When: time actions begin or times when actions are to be complete. Where: locations where DS FA elements need to be to execute the tasks. How: method of conducting the operation using major available assets to include the tasks and purpose for each effort. Why: the purpose of the actions as they relate to the brigade and DS FA commanders' intents. 			
Component B: FASP is concise.	Adequate	Marginal	Not Adequate

FASP is characterized by:

- SOP items are only included when needed for emphasis.
- Maximum use is made of overlays or graphics.
- Overlays and graphics are produced with only doctrinal terms, abbreviations, and symbols.
- Irrelevant information is not included.

Component C: FASP is feasible.	Adequate	Marginal	Not Adequate
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FASP is characterized by:

- Tasks designated for subordinate units are within their ability to execute.
- Means of command, control, communications, and intelligence (C3I) sufficient to accomplish the mission.
- Adequate allocation of resources and support to accomplish the mission.
- Sufficient time exists for all units to conduct troop leading procedures.
- Sufficient time exists for all units to prepare positions.
- Sufficient resources are available to complete the mission as planned.

Component D: FASP is suitable.	Adequate	Marginal	Not Adequate
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- FASP is based on mission, enemy, terrain, troops, and time available (METT-T) conditions.
- Supports DIVARTY and brigade commanders' intents.

Component E: FASP is acceptable.	Adequate	Marginal	Not Adequate
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- The plan contains no unacceptable risks to mission completion.
- The plan takes into account all limitations placed on the battalion (contrictions=must do, restrictions=must not do).
- Anticipated risk to personnel and equipment is no more than absolutely necessary.
- Fratricide is mitigated by the plan and control measures.

OUTCOME 1 DIAGNOSTIC AID

OUTCOME 1: Complete, concise, feasible, suitable, acceptable, and tactically sound direct support (DS) field artillery (FA) battalion orders that conform to doctrinal standards are issued.

Task Elements

Component A: FASP is complete.

1. **The battalion commander and staff direct and lead the battalion and protect the force during planning.** [Army Training and Evaluation Program (ARTEP) 6-115-Mission Training Plan (MTP), Tasks 06-1-02-2000, 06-2-02-3000, 06-06-502-4000, 5000, 6000]
 - 1c. The battalion maintains communications. [Author Note (AN)]
 - 1c2 The battalion commander and staff ensure continuous communications throughout the battalion and with the supported unit.
[Field Manual (FM) 6-20-1, Chap 6]
 - a) The Bn signal officer (SO) serves as the communications security (COMSEC) officer and supervises the activities of the COMSEC sub-account. [ARTEP 6-115-MTP, Task 06-1-01-4801, 06-1-01-4100]
 - (4) Includes signal operating instructions (SOI) use in battalion plans and orders.
2. **The battalion receives an order initiating a new mission from higher headquarters.** [FM 101-5; FM 6-20-1; ARTEP 6-115-MTP]
 - 2b. When the division WARNO is received, the brigade FSO informs the FSCoord of the content of the WARNO as soon as the situation permits. Critical information that is communicated includes:
 - 2b1 Division mission.
 - 2b2 Division commander's intent.
 - 2b3 Division concept of operation.
 - 2b4 Brigade mission.

- 2b5 Brigade area of operations (AO).
- 2b6 Enemy situation.
- 2b7 Critical timelines.
- 2b8 Task organization.
- 5. **The battalion commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
- 5c. The battalion commander issues planning guidance to the battalion staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7]
- 5c7 Type of battalion order to issue; formats include: [FM 101-5, p. 4-24]
 - a) Oral order. [FM 101-5, p. 4-24]
 - b) Overlay order. [FM 101-5, p. 4-24]
 - c) Five-paragraph. [FM 101-5, p. 4-25]
- 10. **The battalion commander announces the course of action decision.** [FM 101-5, Chap 4, p. 4-33]
- 10a. The battalion commander announces his decision to the staff by stating: [Command and General Staff College (CGSC) Student Text 101-5, p. 5-2; FM 101-5, p. 4-35]
- 10a1 A clear, concise statement of his intent.
- 10a2 A concept of operation.
- 10a3 What supporting fires the operation will need.
- 10a4 Specific command and support relationships.
- 10a5 A clear designation of the main effort.
- 10a6 How the command will defeat the enemy.

- 10a7 The risk the commander is willing to accept.
- 10e. The battalion S3 ensures that the staff captures the battalion commander's decision in its entirety. [AN]
- 11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
- 11a. The battalion commander and S3 conduct a quick mission analysis of the brigade operations order (OPORD) and fire support plan prior to finalizing the FASP.
- 11b. The battalion commander states the battalion task organization he desires to the staff, considering: [FM 101-5, Chap 4, p. 4-35]
- 11b1 The existing battalion task organization and locations of elements.
- 11b2 Specific unit strengths and weaknesses.
- 11b3 Practical time considerations involved in the task organizing.
- 11b4 COA war-gaming results that determined generic unit requirements.
- 11c. The battalion commander specifies command and support relationships: [FM 101-5, Chap 4, p. 4-35]
- 11c1 Command relationships include:
 - a) Organic.
 - b) Assigned.
 - c) Attached.
 - d) Operational control.
- 11c2 Support relationships include:
 - a) DS.
 - b) General Support (GS).
 - c) General Support-reinforcing (GSR).
 - d) Reinforcing.

- 11d. The battalion staff, under the supervision of the battalion S3, develops a WARNO based on results of COA analysis and commander's decision. The resulting WARNO: [FM 101-5, p. 4-74, AN]
- 11d1 Initiates reconnaissance, advance party, and survey operations.
 - 11d2 Outlines the next operation.
 - 11d3 Updates other critical information.
 - 11d4 Addresses special requirements to particular units.
 - 11d5 Outlines commander's critical information requirements (CCIR).
 - 11d6 Provides task organization and effective time.
 - 11d7 Updates enemy situation (situation template [SIT TEMP]).
 - 11d8 Initiates movement.
 - 11d9 Provides named areas of interest (NAI) for immediate focus.
 - 11d10 Updates timeline.
 - 11d11 Provides concept of operation.
 - 11d12 Specifies tasks to units.
 - 11d13 Provides the mission statement.
 - 11d14 Provides the battalion commander's intent.
 - 11d15 Provides pertinent extracts taken from more detailed battalion orders.

- 11d16 Provides minimal control measures.
- 11d17 Provides timely changes to existing battalion orders.
- 11d18 Informs higher and adjacent headquarters of changes to existing battalion orders.
- 11f. The battalion S3 supervises the staff in converting the war-gaming notes and commander's guidance into a written order (FASP). [FM 101-5 p. 4-35]
- 11g. The battalion intelligence section prepares the intelligence annex in accordance with FM 101-5 to include:
 - 11g1 Summary of enemy situation.
 - 11g2 Intelligence requirements.
 - 11g3 Intelligence acquisition tasks.
 - a) Orders to subordinate and attached units.
 - b) Requests to higher, adjacent, and cooperating units.
 - 11g4 Measures for handling personnel, documents, and materiel.
 - 11g5 Documents and equipment required.
 - 11g6 Counterintelligence (CI).
 - 11g7 Reports and distribution.
 - 11g8 Miscellaneous.
 - 11g9 Appendices as required.
- 11g10 Submits the intelligence annex to the S3 for incorporation into the FASP.

- 11g11 Incorporates appropriate portions of the security plan in the battalion FASP.
- 11g12 Provides intelligence input to the battalion operations security (OPSEC) plan.
- 11h. The brigade (Bde) fire support officer/section develops the brigade fire support plan. (The FASP is based on the brigade fire support plan.) [FM 6-20-1 p. 3-8]
- 11h1 Ensures that the brigade fire support plan:
- a) Supports the commander's intent and priorities for the attack of targets.
 - b) Supports the scheme of maneuver.
 - c) Incorporates the 11 principles of fire support listed in Chap 3, FM 6-20.
 - d) Covers gaps in subordinate units' fire plans.
 - e) Addresses each fire support agency or asset involved in the operation.
- 11h2 Plans and coordinates groups and series of targets, as applicable.
- 11h3 Forwards formal target lists, the fire support execution matrix (FSEM), and the attack-guidance matrix (AGM) to subordinate units for inclusion into their fire plans.
- 11h4 Evaluates, and if necessary, programs planned targets from higher and adjacent units into the target list worksheet and schedule of fires, as applicable.
- 11h5 Prepares the "fires" portion of the concept of the operation paragraph.
- 11h6 Prepares the fire support paragraph/annex.
- 11h7 The fire support information addressed in the brigade OPORD includes:
- a) Priority of fires and how that priority will be executed. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; AN]
 - b) Concept of planned fire support within the brigade AO for the deep, close, and rear battles. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FM 101-5, p. H-123, H-128, H-155; AN]
 - c) Division targets the battalion is responsible to acquire and attack. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5]
 - d) Retransmission requirements for fire support communications. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; AN]
 - e) Tasks to FA units and subordinate FSEs. [FM 6-20-40, p. C-7; FM 6-20-50, p. E-5; FM 101-5, p. H-123; AN]

- f) Fire support coordinating instructions. [FM 6-20-40, p. C-8; FM 6-20-50, p. E-6; FM 101-5, p. H-72]
 - g) Battle damage assessment (BDA) requirements. [FM 6-20-10, p. 2-27]
 - h) Task organization and support relationship for fire support assets. [FM 101-5, p. H-123; AN]
 - i) Air support plan, including joint air attack team (JAAT) and suppression of enemy air defenses (SEAD). [FM 101-5, p. H-123; AN]
 - j) Fire support coordinating measure (FSCM). [FM 101-5, p. H-128; Field Note (FN)-Joint Readiness Training Center (JRTC)]
 - k) Time of execution of scheduled fires relative to H-hour (e.g., preparations, counter-preparations, SEAD). [FM 101-5, p. H-128]
 - l) Special munitions (e.g., family of scatterable mines [FASCAM], Copperhead, smoke, illumination) employment plan. [FM 101-5, p. H-113; AN]
 - m) Cut-off time for subordinate unit submission of fire support plan refinements. [AN]
- 11h8 The brigade FSO prepares fire support products for inclusion in the brigade OPORD; products include: [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-3/24 Infantry Division (ID); FN-194 Armor (AR)]
- a) FSCM graphics. [FM 101-5, p. H-128; AN]
 - b) Target lists. [FM 6-20-40, p. 2-5, C-18; FM 6-20-50, p. 2-5, E-13; AN]
 - c) AGM. [FM 6-20-10, p. 2-16; FM 6-20-40, p. 2-5, C-8; FM 6-20-50, p. 2-5, E-6; FM 101-5, p. H-128; AN]
 - d) High payoff target list (HPTL). [FM 6-20-10, p. 2-16; FM 6-20-40, p. C-9; FM 101-5, p. H-128; AN]
 - e) FSEM. [FM 6-20-10, p. 5-11; FM 6-20-40, p. 2-16, C-16; FM 6-20-50, p. E-12; FM 101-5, p. H-173; AN]
 - f) Target selection standards (TSS). [FM 101-5, p. H-128]
 - g) Target overlays. [FM 6-20-40, p. 2-13; FM 6-20-50, p. 2-5; AN]
- 11h9 The brigade FSO includes DS artillery battalion FASP as an appendix to the brigade fire support plan when the FASP is published.
- 11i. The battalion S4 prepares input to battalion FASP.
- 11i1 Coordinates with the battalion S1 and forward support battalion (FSB) staff for preparation of the battalion service support annex.
- 11i2 Submits the service support annex to the battalion S3 for incorporation into the FASP.

- 11i3 Prepares paragraph 4 of the FASP.
- 11i4 Submits paragraph 4 of the FASP to the battalion.
- 11i5 Develops administrative movement plans as required.
- 11i6 Prepares combat service support (CSS) overlay for incorporation into the FASP which includes:
 - a) Location of battalion trains.
 - b) Main supply routes (MSR).
 - c) Supply nodes.
 - d) Ambulance transfer points (ATP).
 - e) Logistics release points (LRP).
- 11i7 Plans transportation and movements.
 - a) Reviews and analyzes all battalion plans and orders for transportation impact.
 - b) Provides transportation input to all orders issued subsequent to issue of FASP/operations plan (OPLAN).
 - c) Assists the S3 in planning and preparing tactical and administrative motor marches, and by preparing administrative movement orders and march tables.
 - d) Selects MSR and other supply routes and affects subsequent coordination with higher headquarters' movements managers.
 - e) Assists the S3 in planning for the use of logistical airlift.
- 11i8 The brigade FSO prepares fire support products for inclusion in the brigade OPORD; products include: [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-3/24 ID; FN-194 AR]
 - a) FSCM graphics. [FM 101-5, p. H-128; AN]
 - b) Target lists. [FM 6-20-40, p. 2-5, C-18; FM 6-20-50, p. 2-5, E-13; AN]
 - c) AGM. [FM 6-20-10, p. 2-16; FM 6-20-40, p. 2-5, C-8; FM 6-20-50, p. 2-5, E-6; FM 101-5, p. H-128; AN]
 - d) HPTL. [FM 6-20-10, p. 2-16; FM 6-20-40, p. C-9; FM 101-5, p. H-128; AN]
 - e) FSEM. [FM 6-20-10, p. 5-11; FM 6-20-40, p. 2-16, C-16; FM 6-20-50, p. E-12; FM 101-5, p. H-173; AN]
 - f) Target selection standards (TSS). [FM 101-5, p. H-128]
 - g) Target overlays. [FM 6-20-40, p. 2-13; FM 6-20-50, p. 2-5; AN]
- 11j. The battalion S1/S1 section prepares the personnel portion and annex to the battalion FASP.

- 11j1 Verifies the battalion task organization.
- 11j2 Provides information pertaining to personnel status of attached and subordinate units.
- 11j3 Coordinates preparation of the medical support portion of the annex.
- 11j4 Establishes requirements and procedures for strength accounting, replacements, and casualty reporting.
- 11j5 Prepares the personnel portion of paragraph 4 (service support) of the FASP.
- 11j6 Briefs the personnel portion of the FASP.
- 11j7 The battalion S1 reviews the religious support plan for the battalion, prepared by the battalion chaplain, for inclusion in the battalion FASP.
- 11k. The battalion surgeon provides input to the battalion FASP.
- 11k1 Develops the health service support (HSS) plan.
 - a) Ensures that the plan provides for:
 - (1) System of treatment and patient evacuation, including aeromedical evacuation by Army air ambulance.
 - (2) Dental support.
 - (3) Mental health and optometry.
 - (4) Patient support services (such as laboratory and x-ray).
 - (5) Preventive medicine services.
 - (6) Establishment or relocation of facilities.
 - (7) Medical supply and maintenance support, including technical inspection and status report.
 - (8) Medical intelligence, including the examination, processing, and disposition of captured medical supplies and equipment.
 - (9) HSS aspects of rear battle, offense, defense, retrograde, and special operations.
 - (10) Medical records and reports.
 - (11) Medical operations in a nuclear, biological, and chemical (NBC) environment.
 - b) Ensures that the plan supports the commander's intent.

- c) Briefs the plan to the commander.
- 11k2 Prepares the medical annex.
- a) Prepares annex in accordance with FM 101-5.
 - b) Reflects consideration of factors of METT-T.
 - c) Bases assessment on facts and valid assumptions.
 - d) Provides for use of existing resources.
 - e) Provides for necessary organization and controls that are flexible, simple, and complete.
 - f) Includes all appropriate medical service support requirements not covered in command SOP.
 - g) Ensures that annex supports the commander's intent, is compatible with higher headquarters medical plans and orders, and is properly coordinated.
 - h) Provides annex to the S3 for incorporation into the battalion FASP.
 - i) Coordinates with DS FA battalion S3 for positions of ambulance exchange points and all aid stations.
- 11l. The Bn SO prepares input to the battalion FASP.
- 1111 Conducts COMSEC and signals security (SIGSEC) planning for the battalion.
- 1112 Prepares the COMSEC and SIGSEC portions of the electronic warfare (EW) annex to the battalion FASP.
- 1113 Prepares the portion of the EW annex to each battalion plan or order pertaining to electronic counter countermeasures (ECCM).
- 1114 Prepares the communications annex to the battalion FASP.
- a) Prepares annex in accordance with FM 101-5.
 - b) Provides the annex to the S3 for inclusion in the battalion FASP.
- 1115 Provides input for the command and signal paragraph of the battalion FASP.
- 11m. The chemical officer (CMLO) prepares input to the battalion FASP which includes:
- 11m1 Locations and proposed locations for decontamination sites.

- 11m2 Task organization of smoke platoon for smoke operations.
- 11m3 Mission-oriented protective posture (MOPP) status.
- 11m4 Operational exposure guide (OEG).
- 11n. The battalion S3 section prepares OPSEC plans and annexes.
- 11n1 Ensures that WARNOs contain sufficient information for subordinate elements to immediately begin fire support for the force security battle.
- 11n2 Ensures that the FASP, OPSEC estimates, plans, and annexes respond to the reconnaissance threat with greatest risk to the force.
- 11n3 Ensures that they are in consonance with the commander's concept.
- 11n4 Coordinates with S2, S4, provost marshal office, and units to ensure that security plans are established in unit areas, loading areas, and marshaling areas.
- 11n5 Monitors the force security battle, adjusting assets to continuously counter the enemy reconnaissance threat.
- 11n6 Adjusts estimates, plans, and annexes as required.
- 11o. The battalion S3 receives the maneuver brigade's fire support plan.
- 11p. The battalion S3 reviews staff input and integrates items into the FASP.
- 11p1 The FASP is based on the brigade fire support plan and contains the necessary information for understanding how field artillery will be used to support the brigade operation.
 - a) Reviews fire support plan to ensure that it is in consonance with command guidance and is synchronized with the planned scheme of maneuver.
 - b) Approves recommendations concerning employment of fire support means.
 - c) Reviews FSCMs.

- d) Reviews fire support input to the brigade OPORD that includes:
 - (1) Fire support paragraph.
 - (2) Fire support plan.
 - e) Incorporates the “fires” portion into the concept of operation paragraph.
- 11p2 The battalion S3 section incorporates the plan for deep operations into the battalion OPLAN.
- 11p3 The battalion S3 reviews rear operations plans to ensure compliance with the commander’s concept and incorporates rear operations plans into the FASP.
- 11r. The FASP includes as a minimum the following information and is prepared in a doctrinally correct format. [CGSC Student Text 101-5, p. 6-5]
- 11r1 Heading to include:
- a) Security markings.
 - b) Confirmation statement in regard to oral orders.
 - c) Copy number.
 - d) Issuing headquarters.
 - e) Place of issue.
 - f) Date and time order is signed.
 - g) Message reference number.
 - h) Number.
 - i) Code name (if applicable).
 - j) Map references.
 - k) Time zone order is executed.
- 11r2 Task organization:
- a) Lists major subordinate headquarters in the correct sequence.
 - b) Qualifies relationships other than attachment by parenthetical terms such as operational control, GS, or DS.
 - c) Uses task organization matrix if desired.
 - d) Allocation of all field artillery assets.
 - e) Projected changes to the allocation of FA assets based on tactical contingencies.

- 11r3 Situation (paragraph 1, always contains three subparagraphs):
- a) Enemy forces:
 - (1) In sketch or outline form rather than in excessive detail.
 - (2) References intelligence annex, intelligence overlay, intelligence report, or intelligence summary. (Uses an intelligence annex only if there is enough information to make an annex necessary.)
 - (3) Provides an assessment of the terrorist threat to the command.
 - b) Friendly forces:
 - (1) Includes mission of higher unit and information concerning higher, adjacent, and supporting units.
 - (2) Discusses units essential to the operation.
 - (3) States higher commander's concept and intent.
 - (4) Provides for minimizing fratricide.
 - (5) Lists attachments and detachments:
 - (a) Does not repeat information under "task organization."
 - (b) Indicates "see task organization," if task organization used.
 - (c) States when attachment and detachment is to be effective.
- 11r4 Mission (paragraph 2):
- a) States the task and its purpose.
 - b) Outlines essential tasks determined by the commander.
 - c) Contains the elements of who, what, when, where, and why.
- 11r5 Execution (paragraph 3, includes):
- a) Concept of operation. A brief paragraph, written by the battalion commander, that:
 - (1) States the commander's vision of the operation.
 - (2) Describes the purpose of the operation.
 - (3) Describes how the commander visualizes achieving the endstate with respect to the relationship between the force as a whole, the terrain, and the enemy.
 - (4) States how the endstate will facilitate future operations.
 - (5) Does not summarize the concept of operation or describe subunit missions.
 - b) Organization for combat. Contains organization, tactical missions, and on-order missions.
 - c) Fires:
 - (1) Describes "concept of fires" to support overall concept, including chemical and other special-purpose munitions, within the battlefield framework.

- (2) States priority of fire support.
- (3) Includes time and duration of preparatory fires (if applicable).
- (4) Discusses employment of nuclear and chemical fires.
- (5) Refers to fire support annex if used.
- (6) Designates priority use of low-density munitions; priority is designated as to type of fires, preparatory fires, and illumination (time and duration as appropriate).
- d) Positioning and movement instructions.
- e) Specific tasks to be accomplished by specific sub-elements.
- f) Coordinating instructions.
 - (1) Target acquisition.
 - (2) Survey (includes priorities, accuracy required, timing, position requirements, and future plans).
 - (3) High payoff targets (HPT) list.
 - (4) AGM.
 - (5) NBC defense (includes MOPP, OEG, and decontamination instructions).
 - (6) Meteorological messages (source, type, and times).
 - (7) Fire plan (Includes target list and schedule of fires).
 - (8) FSCM.
 - (9) Priority intelligence requirements (PIR) and or information requirements (IR).
 - (10) Intelligence acquisition tasks.
 - (11) Nuclear/chemical.
 - (12) Ammo restrictions.
 - (13) Radar deployment order for reinforcing headquarters.
- 11r6 Commander's directive concerning CSS.
- 11r7 Command and signal.
- 11r8 Common tabs: FA support matrix, target lists, fire plan, survey tab, target acquisition tab, tactical fire direction system tab, and FA positioning and/ or movement.
- 11s. The battalion S3 section prepares the positioning and movement overlay in the number of copies required to support the operation.

- 11s1 Overlay is listed as a tab to the FASP.
- 11s2 Overlay is consistent with the written portion of the FASP.
- 11s3 Overlay uses simple, clear graphics to enable subordinate elements to understand the operation and essential tasks.
- 11s4 Overlay uses control measures that provide flexibility to adjust to changing operational conditions.
- 11s5 Overlay uses correct military symbols.
- 11s6 Overlay accurately depicts higher headquarters control measures.
- 11s7 Overlay indicates a proper terrain appreciation.
- 11s8 Overlay is produced on a map scale which can be used by subordinate units.
- 11s9 Overlay is properly annotated with security markings.
- 11t. The battalion S3 ensures that the FASP is characterized by: [FM 101-5, Annex H, p. H-2]
 - 11t1 Clarity.
 - 11t2 Simplicity.
 - 11t3 Completeness.
 - 11t4 Authoritative expression.
 - 11t5 Flexibility.
 - 11t6 Timelines for subordinates to plan and prepare their own actions.
 - 11t7 Maximum freedom of action for subordinate commanders.
 - 11t8 Maximum use of overlays or graphics.

- 11t9 Most permissive control measures possible.
- 11t10 No unnecessary redundancies.
- 11t11 Specific friendly information requirements.
- 11t12 Focus on retaining or gaining the initiative.
- 11t13 Statement of support for higher commanders' intents.
- 11t14 Reflection of synchronization planning:
 - a) Battle positions and tasks of maneuver forces based on realistic time-distance factors.
 - b) Reserve force positioning and tasks based on realistic time-distance factors for commitment.
 - c) Combat support positioning and tasks based on realistic time-distance factors for integrated application.
 - d) CSS positioning and tasks based on realistic time-distance factors for integrated application.
- 11t15 Command and support relationships.
- 11t16 Statement of essential tasks that subordinate units must accomplish.
- 11t17 Balance between centralization and decentralization.
- 11t18 Tasks expressed in positive terms.
- 11t19 Adequate control means.
- 11t20 Provision of adequate resources and support.
- 11v. The battalion commander, when required, employs the military decision-making process (MDMP) in a time-constrained environment by using pre-formatted orders and graphics to reduce preparation time. [AN]

Component B: FASP is concise.

- 10. **The battalion commander announces the course of action decision.** [FM 101-5, Chap 4, p. 4-33]

10a. The battalion commander announces his decision to the staff by stating: [CGSC Student Text 101-5, p. 5-2; FM 101-5, p. 4-35]

10a1 A clear, concise statement of his intent.

11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]

11i. The battalion S4 prepares input to battalion FASP.

11i6 Prepares CSS overlay for incorporation into the FASP which includes:

- a) Location of battalion trains.
- b) MSRs.
- c) Supply nodes.
- d) ATPs.
- e) LRPs.

11s. The battalion S3 section prepares the positioning and movement overlay in the number of copies required to support the operation.

11s1 Overlay is listed as a tab to the FASP.

11s2 Overlay is consistent with the written portion of the FASP.

11s3 Overlay uses simple, clear graphics to enable subordinate elements to understand the operation and essential tasks.

11s4 Overlay uses control measures that provide flexibility to adjust to changing operational conditions.

11s5 Overlay uses correct military symbols.

11s6 Overlay accurately depicts higher headquarters control measures.

11s7 Overlay indicates a proper terrain appreciation.

- 11s8 Overlay is produced on a map scale which can be used by subordinate units.
- 11s9 Overlay is properly annotated with security markings.
- 11t. The battalion S3 ensures that the FASP is characterized by: [FM 101-5, Annex H, p. H-2]
- 11t1 Clarity.
- 11t2 Simplicity.
- 11t8 Maximum use of overlays or graphics.
- 11t10 No unnecessary redundancies.

Components C-E: FASP is suitable, feasible, and acceptable.¹

- 1. **The battalion commander and staff direct and lead the battalion and protect the force during planning.** [ARTEP 6-115-MTP, Tasks 06-1-02-2000, 06-2-02-3000, 06-06-502-4000, 5000, 6000]
- 1d. Battalion CP operations are conducted. [AN]
- 1d10 The battalion S3 section monitors the current situation. [ARTEP 6-115-MTP, Task 06-3-01-2150]
 - b) Situation displays on current situation maps (SITMAP), information displays, and journals depicting the following (list is not all inclusive): [ARTEP 6-115-MTP, Task 06-3-01-2150].
 - (1) Location and activity of enemy.
 - (2) Task organization for combat.
 - (3) Maneuver unit activity and commander's assessment.
 - (4) All friendly unit locations.
 - (5) Battery weapon status (crews and equipment).
 - (6) Howitzers laid and ready to fire.

¹ Because each of the task elements usually support achieving more than one of these characteristics, they are grouped together in this diagnostic aid.

- (7) Azimuth of fire for all units.
- (8) Status of radars and cueing schedule.
- (9) Recent and present significant activities.
- (10) Current target list.
- (11) FSCM.
- (12) Ammunition status.
- (13) Location and status of observers.
- (14) Attack guidance.
- c) Updates of operations estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120/2d]
 - (1) Considers the current enemy situation, to include:
 - (a) Enemy's most probable COA.
 - (b) Vulnerabilities.
 - (c) Changes in enemy's order of battle.
 - (d) Enemy's capability to employ NBC and EW.
 - (2) Determines the current friendly situation, including:
 - (a) Disposition.
 - (b) Composition.
 - (c) Strength.
 - (d) Recent and present significant activities.
 - (e) Peculiarities and weaknesses.
 - (f) Vulnerability to enemy NBC attacks.
 - (3) Maintains liaison with adjacent units.
 - (4) Monitors the civil-military situation as it pertains to battalion operations.
 - (5) Recommends operational changes to the S3 based on changing tactical conditions.
- 2. **The battalion receives an order initiating a new mission from higher headquarters.** [FM 101-5; FM 6-20-1; ARTEP 6-115-MTP]
 - 2a. The DS FA battalion commander as the brigade FSCoord, the brigade FSO, and designated personnel based on brigade TSOP attend the division orders brief and receive the division order. [AN]
 - 2c. The battalion may also receive a WARNO from DIVARTY and from the brigade. Critical information from the WARNO(s) and from the commander begins the staff parallel planning process.

- 2d. The battalion S3 ensures that critical information is provided to all staff participants during the military decision-making process (MDMP). [FM 101-5, p. 4-44]
- 2e. The battalion S3 begins to develop paragraphs 1 and 2 of the commander's estimate by focusing on: [FM 101-5, pp. 1-6, C-16]
- 2e1 The division and brigade missions.
- 2e2 The battalion mission.
- 2e3 Considerations affecting possible COAs.
- 2e4 The enemy situation and capabilities.
- 2e5 Possible battalion COA.
- 2f. The entire battalion staff begins the development of paragraphs 1 and 2 of their individual staff estimates. [FM 101-5, pp. 3-84 and 3-85]
- 2f1 All staff members begin to gather facts concerning:
- a) Enemy dispositions.
 - b) Friendly dispositions.
 - c) Available troops.
 - d) Unit strength.
 - e) Material readiness.
 - f) Battlefield situation.
- 2f2 The battalion staff clarifies information with counterparts at maneuver brigade headquarters as they conduct the brigade staff estimates. [AN]
- 2f3 The battalion staff begins to organize information in preparation for the staff estimate process: [FM 101-5, p. C-1]
- a) The battalion S1 section gathers information for the personnel estimate. [ARTEP 6-115-MTP, Task 12-1-C408]

- b) The battalion IPB. [ARTEP 6-115-MTP, Task 06-1-02-2500] (For detailed description refer to Bn TF BF 1, Conduct Intelligence Planning, Task 2-5.)
- c) The battalion S3 section gathers information for the operations estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120]
- d) The battalion S4 section gathers information for the logistics estimate. [ARTEP 6-115-MTP, Task 06-3-01-6430/10f]
- e) Brigade FSO gathers information for the fire support estimate. [ARTEP 6-115-20-MTP, Task 06-3-02-1300]
 - (1) The fire support estimate is provided to the brigade XO in support of brigade planning.
 - (2) The fire support estimate is derived from input from the DS FA battalion S3 as an element of parallel planning.
- f) The battalion surgeon gathers information for the medical estimate. [ARTEP 6-115-MTP, Task 08-3-C002]
- g) The Bn SO gathers information for the command, control, and communications (C3) estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120]
- h) The CMO gathers information for the NBC estimate.
- 2g. The battalion S3 directs the efforts of the battalion staff in preparation for implementing the battalion MDMP.
- 2g1 Upon receipt of the higher headquarters order, the battalion S3 develops a planning and preparation timeline for the staff.
- 2g2 The battalion S3 section, with input from the S3, develops the operational timeline which describes mission execution events.
- 2g3 The battalion S3 ensures that liaison officers (LNO) are dispatched as required. (The battalion has no authorized LNOs)
- 2g4 The battalion S3 prepares to issue an initial WARNO by receiving information from the entire battalion staff. (For detailed WARNO description refer to Task 4 of this analysis.)
- 2g5 The battalion S3 makes the means available for the staff to familiarize themselves with the terrain by conducting reconnaissance. [AN]
 - a) Army aviation helicopters.
 - b) Ground transportation.
- 2g6 The battalion S3 directs the staff in the initial development of assumptions concerning the assigned mission. [FM 101-5, p. 4-9]
- 2h. The battalion commander begins the development of his assumptions concerning the assigned mission. [FM 101-5, p. 4-9]

3. **The battalion commander and staff conduct mission analysis.** [FM 101-5, Chap 4, p. 4-11]
 - 3a. The battalion commander conducts mission analysis. [FM 101-5, p. 4-11]
 - 3a1 The battalion commander derives the missions and intents of the division and brigade commanders. He must also consider the division artillery commander's intent for fires.
 - 3a2 The battalion commander communicates his understanding of the higher commander's missions and intents to his staff.
 - 3b. The battalion staff conducts mission analysis. [FM 101-5, p. 4-11]
 - 3b1 The battalion S3 directs the staff, utilizing the brigade, division, and DIVARTY WARNO and information provided by the commander from the division orders brief, through these steps during their mission analysis: [FM 101-5, p. 4-11 through 4-15]
 - a) Identifies the missions and intents of the higher commander.
 - b) Identifies specified and implied tasks.
 - c) Identifies tentative essential tasks and develop the preliminary restated mission.
 - d) Reviews available assets in their area of cognizance.
 - e) Determines any limitations.
 - f) Determines broad command and control warfare (C2W) considerations.
 - g) Proposes acceptable risk.
 - h) Determines critical facts and assumptions.
 - i) Continues time analysis.
 - j) Prepares restated mission, containing task and purpose, for the battalion commander's approval.
 - 3b2 During the conduct of the staff mission analysis, each staff member maintains notes for the preparation of paragraphs 1 and 2 of their staff estimate based on information gathered during this period. [AN]
 - 3b3 Battalion staff members conduct mission analysis, following the steps of the mission analysis, and prepare notes to be integrated into the consolidated battalion mission analysis product.
 - a) The battalion S2 section conducts mission analysis.
 - b) The battalion S3 section conducts mission analysis.
 - c) The battalion S4 conducts mission analysis. [FM 6-20-10, p. 2-3; FN-3/24 ID]
 - (1) Identifies essential logistical tasks necessary to accomplish the mission.

- (2) Identifies logistical constraints impacting on the battalion mission.
- (3) Identifies battalion allocation of CSS by class of supply for battalion fire support units, including FA and mortar class (CL) V.
- (4) Identifies ground and air transportation assets supporting battalion fire support units.
- (5) Identifies locations of division CSS nodes and their operating times.
- (6) Identifies division maintenance priorities for fire support systems, including: [AN]
 - (a) Howitzers. [AN]
 - (b) Combat observation laser teams (COLT) and fire support team vehicles (FIST-V). [AN]
 - (c) Radars. [AN]
 - (d) FA voice and digital communications systems. [AN]
- (7) Identifies division personnel operations for replacement of trained fire support personnel. [AN]
- d) The battalion surgeon/physicians assistant (PA) conducts mission analysis and:
 - (1) Determines corps and division casualty evacuation policies and capability.
 - (2) Determines hospital numbers and capability to handle patients.
- e) The Bn SO conducts mission analysis and: [FM 6-20-10, p. 2-3]
 - (1) Reviews the division communications area analysis for the battalion's AO to determine battalion's ability to communicate.
 - (2) Identifies brigade, DIVARTY, and higher headquarters retransmission sites and communications nodes.
 - (3) Determines battalion allocation of voice and digital communications frequencies.
 - (4) Identifies COMSEC and signals security (SIGSEC) requirements.
 - (5) Determines any signal activities the battalion is responsible for in support of brigade deception operations.
- f) The Bn SO and battalion S2:
 - (1) Identify enemy communications activities and their potential impact on the battalion (for high-value target [HVT] consideration).
 - (2) Determine division meaoning, intrusion, jamming, and interference guidance.
 - (3) Determine potential effect on enemy communications systems resulting from division-directed nonlethal attack. [AN]
- g) The brigade FSO performs mission analysis at the brigade CP. [FM 6-20-1, p. 3-7; FM 6-20-10, p. 2-3; FM 101-5, p. 4-12; FN-JRTC; FN-National Training Center (NTC); FN-3/24 ID]
 - (1) Determines the task organization of FA assets including duration of support, support relationship, and directed division missions. [FM 6-20-2, p. B-3; FM 6-20-30, p. D-5; FM 6-20-40, p. 2-3; FM 6-20-50, p. 2-3; FN-NTC]

- (2) Determines, with brigade air liaison officer (ALO), the close air support (CAS) sortie allocations to the brigade, including the responsible service (e.g., United States Air Force [USAF], United States Navy [USN], United States Marine Corps [USMC]) and division-directed missions. [FM 6-20-30, p. D-16; FN-NTC]
- (3) Determines, with the brigade naval gunfire liaison officer (NGLO), the allocation and support relationship (e.g., DS, GS) of ships providing naval surface fires (NSF), including division-directed missions. [FM 6-20-30, p. D-17]
- (4) Determines, with the brigade aviation LNO, the Army aviation assets allocated for observation, target acquisition, and lift support to the brigade, including division-directed missions. [FM 1-111, p. 3-3; FN-NTC]
- (5) Determines, with the brigade S2 and DS military intelligence (MI) company (Co) commander (Cdr), the allocation of offensive EW systems, including division directed missions. [FM 6-20-30, p. D-18]
- (6) Determines allocation of division radar systems to the brigade, including division radar zones and directed missions. [FM 6-20-2, p. B-14; FN-NTC]
- (7) Determines: [AN]
 - (a) Division-directed targets and obstacles. [FM 6-20-40, p. 2-1, 2-13; FM 6-20-50, p. 2-1, 2-13; FN-NTC; FN-FA School]
 - (b) SEAD requirements to support CAS and Army aviation missions in the brigade AO. [FM 1-111, p. 3-3; FN-NTC]
 - (c) Division plans and requirements to provide fire support for rear area operations. [FM 6-20-30, p. 4-19]
 - (d) Division FSCMs. [FM 6-20-30, p. D-11, F-1; FM 6-20-40, p. E-2; FN-NTC; FN-JRTC]
 - (e) Controlled supply rate (CSR) for fire support systems. [FM 6-20-40, p. 2-3; FN-NTC]
 - (f) Division attack helicopter cross-forward line of own troops operations (FLOT) in the brigade AO. [FM 1-111, p. 3-3; FN-NTC]
 - (g) Follow-on missions for fire support units supporting the brigade. [FM 6-20-30, p. D-6; FN-NTC]
 - (h) Locations and scheme of maneuver for non-brigade fire support units operating in the brigade's AO are identified. [FM 6-20-30, p. 2-11; FN-NTC; FN-FA School]
 - (i) Division deep battle plan, and concept for transition from division deep battle to brigade deep and close battles. [FM 71-100, p. 1-5; FM 6-20-30, p. 4-16, B-1]
 - (j) Division counter-preparation plan. [FM 6-20-30, p. D-2]
 - (k) Army airspace command and control (A2C2) requirements. [ARTEP 71-3-MTP, Task 71-3-9002/3d2]
 - (l) Division planned FA support fires and their affect on brigade air space. [ARTEP 71-3-MTP, Task 71-3-9002/3d1]
 - (m) Locations of FA units under division control. [ARTEP 71-3-MTP, Task 71-3-9002/3d1]
 - (n) Division-imposed FSCMs on brigade air space. [ARTEP 71-3-MTP, Task 71-3-9002/3d3]

- h) The brigade FSO coordinates his mission analysis with the DS FA battalion S3 and provides the S3 with a copy of the analysis to support parallel planning by the DS FA battalion.
 - i) The CMLO performs mission analysis. [FM 6-20-10, p. 2-3]
 - (1) The CMLO determines:
 - (a) Locations of division decontamination sites and decontamination units. [FM 3-101, p. C-4]
 - (b) Division-directed smoke and obscuration missions the battalion is responsible to execute. [FM 3-7, p. 6-1; FM 3-50, p. 7]
 - (c) Division guidance on procedures and reporting requirements for the NBC warning and reporting system. [FM 3-3, p. 2-1; FM 3-101, p. 4-4]
 - (d) Task organization for division NBC units and systems (e.g., reconnaissance, decontamination) and their availability to support the battalion. [FM 3-101, p. 2-2]
 - (2) The CMLO reviews division vulnerability analysis to determine the NBC risk to the battalion. [FM 3-7, p. 1-0, 3-3]
 - (3) The CMLO, in conjunction with the battalion S2 and battalion targeting officer, determines division actions to eliminate the enemy's ability to employ NBC (for Brigade HVT consideration). [FM 3-101, p. C-1]
 - j) The battalion chaplain conducts mission analysis. [FM 101-5, p. 4-12]
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- 3c. The battalion S3 consolidates individual staff mission analyses. [FM 101-5, p. 4-14]
 - 3c1 The battalion S3 directs the development of a battalion mission analysis product by:
 - a) Bringing the entire staff into a staff meeting and facilitating the development of a consolidated product through a briefing and discussion. [AN]
 - b) Receiving staff products and personally consolidating the individual staff analyses into a battalion product. [AN]
 - c) Requesting a copy of the brigade consolidated analysis from the brigade FSO to support parallel planning. [AN]
 - 3c2 The battalion S3 reviews staff mission analyses for accuracy and consolidates results as appropriate. [FM 101-5, p. 4-14]
 - 3c3 The battalion S3 directs preparation of necessary briefing material for presentation of staff mission analysis results to the battalion commander. [AN; FM 101-5, p. 4-14]
 - 3c4 The battalion S3 prepares the restated mission for the battalion commander's approval. [FM 101-5, p. 4-14]
 - 3c5 The battalion S3 determines the planning and preparation timeline. [ARTEP 71-3 MTP, Task 71-3-0001/7]

3d. The battalion S3 directs the staff during the mission analysis briefing to the battalion commander and ensures that the following information is presented: [FM 101-5, p. 4-14]

3d1 Identified specified and implied tasks.

3d2 Identified essential tasks.

3d3 Available battalion assets.

3d4 Limitations to the battalion.

3d5 Broad C2W considerations.

3d6 Proposed acceptable risk.

3d7 Critical facts and assumptions.

3d8 Time plan.

3d9 Recommended restated mission containing task and purpose.

3d10 AO and area of interest (AI).

3d11 Initial intelligence estimate.

3d12 Brigade mission.

3d13 Brigade commander's intent and concept.

3d14 Conclusions.

3d15 Recommendations.

- 3e. The battalion commander, based on his own mission analysis and the mission analysis brief from the battalion staff: [FM 101-5, p. 4-15]
 - 3e1 Approves the battalion restated mission.
 - 3e2 Specifies the battalion essential tasks.
 - 3e3 Directs the issuance of a WARNO (for a detailed description refer to Task 4, this analysis).
 - 3f. The battalion commander and staff, when required to employ the MDMP in a time-constrained environment, conduct mission analysis by: [FM 101-5, Chap 4, p. 4-15]
 - 3f1 The battalion commander personally conducting the mission analysis.
 - 3f2 The mission analysis being jointly conducted by the commander and staff in the form of a “brainstorming session.”
- 4. **The battalion S3 directs the staff in the preparation and issuance of a battalion warning order.** [FM 101-5, p. 4-15]
 - 4a. Battalion WARNOs are prepared and issued in five-paragraph format to all subordinate and attached units and to the reinforcing unit(s). [FM 101-5, p. H-13]
 - 4a1 Provide major timeline events which accompany mission execution. [FM 101-5, p. H-13]
 - 4a2 Provide planning focus to subordinate unit commanders and staff. [FN-Infantry (IN) School]
 - 4a3 Provide essential details of the impending battalion operation. [FM 101-5, p. 4-55, H-13]
 - 4b. The battalion S3, in conjunction with other staff officers, prepares a battalion WARNO which includes, as a minimum: [FM 101-5, p. H-14]
 - 4b1 Required maps (if changed from the current FASP). [FM 101-5, p. H-14]
 - 4b2 Enemy situation updates. [FM 101-5, p. H-14]

- 4b3 Battalion events to occur prior to the issuance of the battalion OPORD. [FM 101-5, p. H-14]
- 4b4 Battalion mission, task, or operation. [FM 101-5, p. H-14]
- 4b5 Division and brigade mission and intent. [FM 101-5, p. H-14]
- 4b6 The division and brigade commanders' intent statements (when available). [FM 101-5, p. H-14]
- 4b7 Battalion commander's restated mission statement. [FN-IN School]
- 4b8 Earliest time of movement or degree of notice the battalion commander will provide to units for performing tasks or activities. [FM 101-5, p. H-14]
- 4b9 Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]
- 4b10 Service support instructions, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]
- 4b11 Information for the battalion orders group, which includes: [FM 101-5, p. H-14]
- a) The rendezvous point and time for assembly of a battalion orders group. [FM 101-5, p. H-14]
 - b) Guidance on attendance of subordinate commanders and staff for the battalion orders group. [FM 101-5, p. H-14]
- 4b12 Information resulting from decisions made by the commander, which includes: [AN]
- a) Selection of a battalion COA. [AN]
 - b) Unit boundaries and other control measures. [AN]
5. **The battalion commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
- 5a. The battalion commander develops planning guidance using: [FM 101-5]
- 5a1 Results of his own mission analysis and his mission, enemy, terrain, troops, and time available (METT-T) assessment. [FM 101-5, p. 4-16]

- 5a2 Results of the battalion staff's mission analysis. [FM 6-20-40, p. 2-1; FM 6-20-50, p. 2-1; FM 6-20-10, p. 1-5; FN-JRTC; FN-194 AR] (See task 3.c.3)
- 5b. The battalion S3 prepares the battalion staff to receive the battalion commander's guidance. [FM 101-5, Chap 4, p. 4-15]
- 5b1 Determines who must be present at the commander's guidance briefing, if not SOP.
- 5b2 Ensures that staff is prepared to take notes on guidance issued.
- 5c. The battalion commander issues planning guidance to the battalion staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7]
- 5c1 Enemy COA. [FM 101-5, p. 4-17]
- a) Specifies enemy COAs he considers the most probable or most dangerous. [FM 101-5, p. 4-17]
 - b) Identifies possible battalion COAs to respond to enemy COAs. [FM 101-5, p. 4-17]
- 5c2 Restated mission (always included). [FM 101-5, p. 4-18]
- a) States in doctrinally correct terms. [FM 101-5, p. 4-18]
 - b) Explains missions as tasks and purposes. [FM 101-5, p. 4-18]
- 5c3 Intent may include: [FM 101-5, p. 4-18; FM 71-3, p. 3-3]
- a) Purpose: Describes the "why" of the mission in the context of the brigade mission and brigade commander's intent. [FM 71-3, p. 3-3]
 - b) Method: Describes the "how" of the battalion mission, in broad terms. [FM 71-3, p. 3-3]
 - c) Endstate: Describes minimum standards for battalion battlefield success in relation to battalion units, enemy forces, and terrain. [FM 71-3, p. 3-3; FN]
- 5c4 Concept of the operation. [FM 101-5, p. 4-18]
- a) Describes, in broad terms, where, when, and how he wants to concentrate combat power and shape the battlefield to attain his and the brigade commander's intents. [FM 101-5, p. 4-18; AN]
 - b) Allows rapid transition between offensive battle phases and defensive battle phases. [FM 101-5, pp. 4-18, 4-19]
 - c) Provides commander's guidance for fires, which may include: [FM 101-5, p. 4-20]
 - (1) Movements for battalion units. [FM 101-5, p. 4-20]

- (2) Critical fire support tasks.
 - (3) Scheme of fires.
 - (4) Engagement criteria.
 - (5) Critical targets by phase.
- d) Identifies the brigade commander's decisive point (brigade focus of effort) where he wants to defeat the enemy's purpose; decision point includes: [FN]
- (1) Where to synchronize battalion assets.
 - (2) What battalion actions will occur. [FN-JRTC; FN-AR School]
- e) Provides guidance for protection of brigade forces, including security operations and OPSEC requirements. [FM 101-5, p. 4-22]
- 5c5 CSS. Provides guidance for: [FM 101-5, p. 4-22]
- a) Manning. [FM 101-5, p. 4-22]
 - b) Arming. [FM 101-5, p. 4-22]
 - c) Fueling. [FM 101-5, p. 4-22]
 - d) Maintenance. [FM 101-5, p. 4-22]
 - e) Transportation. [FM 101-5, p. 4-22]
 - f) Sustaining soldiers and systems. [FM 101-5, p. 4-22]
- 5c6 Time plan. [FM 101-5, p. 4-23]
- a) Time allocated for planning and preparation to the battalion staff and to subordinate units. [FM 101-5, p. 4-23]
 - b) The battalion commander determines when, where, and how the battalion order will be issued. [FM 101-5, p. 4-36]
- 5c7 Type of battalion order to issue; formats include: [FM 101-5, p. 4-24]
- a) Oral order. [FM 101-5, p. 4-24]
 - b) Overlay order. [FM 101-5, p. 4-24]
 - c) Five-paragraph. [FM 101-5, p. 4-25]
- 5c8 Type of rehearsal to conduct, which includes: [FM 101-5, p. 4-25]
- a) Back brief. [FM 101-5, p. 4-25]
 - b) Radio. [FM 101-5, p. 4-25]
 - c) Map. [FM 101-5, p. 4-25]
 - d) Sketch-map. [FM 101-5, p. 4-25]

- e) Terrain-model. [FM 101-5, p. 4-25]
- f) Key-leader. [FM 101-5, p. 4-25]
- g) Full. [FM 101-5, p. 4-25]

5c9 The type of planning process the battalion will use to develop the order. [FM 101-5, p. 4-7, 4-8; AN]

- a) MDMP: Assumes sufficient time and experienced staff to thoroughly examine numerous friendly and enemy COAs. [FM 101-5, p. 4-7; AN]
- b) MDMP under time constraints: Used when time is constrained; commander provides one or more COAs to be developed, war-gamed, and briefed for decision. [FM 101-5, p. 4-8; AN]

5c10 CCIR. [FM 101-5, p. 4-47; AN]

- a) The battalion commander and battalion staff jointly determine battlefield operating system(s) (BOS) information required by the battalion commander to make a decision in a timely manner to retain the initiative. [FM 101-5, p. C-4]
- b) The battalion commander determines CCIR for each phase of the battle, including: [Battle Command Battle Laboratory (BCBL) "Battle Command," p. 21; AN]
 - (1) Essential elements of friendly information (EEFI). [BCBL "Battle Command," p. 21; AN]
 - (2) Friendly force information requirements (FFIR). [BCBL "Battle Command," p. 21; AN]
 - (3) PIR. [BCBL "Battle Command," p. 21; AN]
 - (4) Battle damage assessment (BDA) information requirements (addressed separately or as a component of PIR). [AN]

5d. The battalion commander conducts a confirmation brief with the staff at the end of his initial planning guidance to ensure that: [FM 101-5, pp. 4-15 and 4-16]

5d1 The information he has provided will result in timely and effective COA development and analysis.

5d2 The commander's vision of the operation is imparted to the staff.

5d3 The guidance provided does not overly restrict staff initiative or inhibit ideas.

5e. The battalion commander, when required, employs the MDMP in a time-constrained environment and issues planning guidance that: [FM 101-5, pp. 4-16; FM 6-20-10, Chap 2; AN]

- 5e1 Shortens planning time by giving more detailed and directive guidance.
- 5e2 Adds focus to staff planning by stating options he does not want the staff to consider.
- 5e3 Describes restrictions on planning and employment of fires. [AN]
- 5e4 Establishes requirements for updating battalion staff running estimates with specific information. [AN]
- 5e5 Enables the battalion staff to develop and implement measures to collect CCIR. [AN]
- 6. **The battalion commander and staff prepare estimates.** [FM 101-5, p. 4-4]
- 6a. The battalion commander performs the commander's estimate concurrently with the staff's preparation of their estimate. [FM 101-5, p. 4-3]
- 6a1 The battalion commander integrates information from the mission analysis process into his updated commander's estimate which began at receipt of mission.
- 6a2 The battalion commander continues to refine and maintain his updated estimate over the duration of the operation.
- 6a3 The battalion commander, during this task, focuses on information related to paragraphs 1 and 2 of the commander's estimate:
 - a) Mission.
 - b) The situation and COAs.
- 6b. Each battalion staff member prepares a staff estimate in his area of responsibility: [FM 101-5, pp. 3-85, C-1-26]
- 6b1 Each battalion staff member begins the formal development of his estimate as early as possible (no later than receipt of the division WARNO). [AN]
- 6b2 Each battalion staff member continually performs estimate activities: [FM 101-5, p. 4-4, C-3]
 - a) Collect, analyze, and validate information.
 - b) Consider the human dimension of battle, aspects which affect a soldier's ability to perform.
 - (1) Technical competency.
 - (2) Tactical proficiency.

- (3) Cohesive state.
- (4) Resiliency.
- (5) Morale.
- (6) Confidence.
- (7) Motivation.
- (8) Resolve.
- (9) Capability.
- (10) Strength for decisive operations.
- (11) Battlefield stress management.

- 6b3 Each battalion staff officer continuously analyzes how factors in each of their respective fields of interest will influence mission accomplishment. [FM 101-5, p. 4-4]
- 6b4 Battalion staff officers continuously consult with other staff officers to obtain critical, relevant, and accurate information. [FM 101-5, p. 4-4]
- 6b5 Battalion staff officers develop and maintain estimates that are forward looking and predictive of the enemy. [FM 101-5, p. C-2]
- 6b6 Each staff estimate focuses on identifying and answering the battalion CCIR. [FM 101-5, p. C-4]
- 6b7 The battalion staff officers present their estimate orally when required. [FM 101-5, p. 4-4]
- 6c. The battalion S2 prepares paragraphs 1-4 of the intelligence estimate (for detailed description of S2 estimate development, refer to battalion TF BF 1, Conduct Intelligence Planning). [ARTEP 6-115-MTP, Task 06-3-01-2520]
- 6c1 The S2 section coordinates with higher-level staff sections to receive available information as early as possible, including: [ARTEP 6-115-MTP, Task 06-3-01-2510, 2511, 2512]
 - a) Weather.
 - b) Intelligence.
 - c) Topography.
 - d) Known enemy order of battle (OB).

- 6c2 The S2 section prepares the intelligence estimate to include: (The S2 will prepare the intelligence estimate once the IPB tasks are completed; see BF 1 for detailed tasks associated with IPB.) The FA battalion S2 expands intelligence products of the supported unit, particularly the IPB, to focus on fire support issues and survivability issues for the FA battalion.
- a) Mission. The restated mission will be derived from the battalion commander approved restated mission; see Task 3 of this analysis, for detailed tasks associated with mission analysis.
 - b) Area of operations and area of interest (based on IPB and intelligence annex to higher headquarters OPORD/operations plan [OPLAN]).
 - c) Enemy situation (based on IPB and intelligence annex to higher headquarters OPORD/OPLAN).
 - d) Enemy capabilities.
 - (1) Estimates, with the CMLO, the effects of enemy-delivered smoke munitions and NBC weapons on friendly operations.
 - (2) Provides the CMLO with an estimate of the enemy's ability to launch NBC operations.
 - (3) Coordinates with the S4 to assess the impact of enemy capabilities on battalion logistical operations.
 - (4) Recommends essential elements of information on enemy capabilities that have major impact on CSS activities.
 - e) Conclusions.
- 6c3 The S2 makes recommendations to the battalion commander and provides information to other battalion staff officers, based on formulated conclusions concerning the effect of the AO on:
- a) Friendly and enemy fires.
 - b) Probable enemy COA.
 - c) Enemy vulnerabilities the battalion can exploit.
 - d) The feasibility of various friendly COAs (once developed).
 - e) Status of intelligence collection assets.
- 6c4 The S2 establishes criteria for modification of the supported unit modified combined obstacle overlay (MCOO) to focus on issues that affect fire support such as:
- a) Site to crest.
 - b) Intervening crests.
 - c) Howitzer cant.
 - d) Soil composition (Spade/baseplate emplacement).
 - e) Intervisibility lines.
 - f) Mobility corridors.
 - g) Avenues of approach.

- (1) Avenues of approach expanded to carry through artillery position areas.
 - (2) Expanded to platoon/company size units.
 - (3) Include enemy reconnaissance units avenues of approach. [AN]
- 6c5 Using the expanded MCOO, the S2 can then template all possible battery size position areas.
- 6d. The battalion S3 prepares paragraphs 1 and 2a and b of the operations estimate, which include: [FM 101-5, p. C-16]
- 6d1 Mission (restated mission from mission analysis). (See Task 3, of this analysis for detailed tasks associated with mission analysis.) [FM 101-5, p. C-16]
- 6d2 The situation and COA. [FM 101-5, p. C-16]
- a) Considerations affecting the possible COAs. [FM 101-5, p. C-16]
 - (1) Operations to be supported.
 - (2) Characteristics of the AO.
 - (a) Weather.
 - (b) Reviews and incorporates terrain analysis.
 - (c) Other pertinent factors such as safety and accident prevention; political and psychological analysis.
 - (3) Enemy situation. The S3 reviews and incorporates the enemy situation based on input from S2.
 - (4) Friendly situation. The S3 determines friendly situation using input from all coordinating and special staff and subordinate units.
 - (a) The battalion S3, with the battalion S2, fire direction officer (FDO), battalion ammunition officer (BAO) and Bn SO, determines the locations and status of battalion units and fire support assets.
 - 1 By using the MCOO and the critical targets by phase.
 - 2 Optimal range of available munitions mix (BAO/FDO).
 - 3 Line of site determination for communications (Bn SO).
 - 4 Intervening crest-site to crest considerations (FDO).
 - (b) The battalion S3 determines combat capabilities of battalion units. [FM 101-5, p. C-8]
 - (c) The battalion S3 determines locations, status, and mission of supporting units: [FM 101-5, p. C-9]
 - (d) S3 assessment of battalion capability to conduct operations.
 - (5) Determines relative combat power.
 - (6) Identifies enemy capabilities. [FM 101-5, p. C-20]
 - b) Anticipated difficulties.

- 6e. The battalion S3 section prepares staff estimate concerning OPSEC measures.
- 6e1 Coordinates with the S2 to establish the OPSEC database.
- a) Coordinates with S2 section immediately to determine enemy reconnaissance capability for force security battle.
 - b) Establishes current status of U.S. military AO.
 - c) Assists in development of friendly force profiles by determining:
 - (1) Signatures.
 - (2) Patterns.
 - (3) Indicators.
 - (4) Maintains up-to-date friendly force profiles for the following activities:
 - (a) Intelligence operations.
 - (b) Logistical operations.
 - (c) Tactical operations and maneuver.
 - (d) CP operations.
 - (e) Communications operations.
 - (f) Electro-optics (laser and infrared) operations.
- 6e2 Develops EEFI.
- a) Determines sensitive aspects of the operation.
 - b) Identifies those aspects of the operation, which if known by the enemy, will allow him to develop measures to counter friendly intended operations.
 - c) Receives recommendations for EEFI from the S2.
- 6e3 Provides vulnerability assessment.
- a) Determines friendly events, operations, and activities that are susceptible to enemy collection.
 - b) Determines the probability of enemy success in interpreting friendly signatures, patterns, and indicators.
 - c) Identifies vulnerabilities by comparing the friendly force profiles to the enemy collection capability.
 - d) Compiles listing of vulnerable aspects of the operation.
- 6e4 Conducts risk analysis and selects EEFI.
- a) Determines the risks (loss of time, equipment, manpower, and objectives) associated with an operation if the enemy is able to collect those identified vulnerable aspects of an operation.

- b) Determines the costs (manpower time, equipment, and objective) of OPSEC measures assigned to identified vulnerable aspects of the operation.
 - c) Determines the probable benefits (reductions in risks) of implementing OPSEC measures.
 - d) Compares cost and benefits of implementing OPSEC measures versus the impact if the enemy exploits the vulnerability.
 - e) Lists vulnerable aspects of the operation that warrant OPSEC measures.
 - f) Selects EEFI.
- 6e5 Directs implementation and evaluation of OPSEC measures.
- a) Considers the EEFI.
 - b) Determines availability of assets to implement OPSEC measures.
 - (1) SIGSEC measures.
 - (2) Physical security measures.
 - (3) Information security measures.
 - c) Determines enemy intelligence collector's weaknesses and vulnerabilities.
 - d) Evaluates OPSEC effectiveness.
 - e) Lists OPSEC measures in use.
 - f) Requests evaluation resources.
 - g) Compiles data.
 - h) Determines effectiveness.
- 6f. The brigade FSO prepares paragraphs 1 and 2a of the fire support estimate, which include: [FM 101-5, p. C-12; ARTEP 6-115-20-MTP, Task 06-3-02-1300]
- 6f1 Restated battalion mission and task organization of subordinate forces.
- 6f2 The situation and considerations.
- a) Situation.
 - (1) Intended disposition of major elements of the brigade.
 - (2) Special fire support requirements by phase of battle.
 - (3) Movement and availability of fire support assets.
 - b) Considerations.

- (1) The brigade FSO determines the artillery ranges to division and brigade targets. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11, A-3; FM 6-20-50, p. 2-11; FN-FA School]
 - (2) The brigade FSO requests from DS FA battalion S3 current and projected operational status of DS and supporting FA systems, including: [FM 6-20, p. 3-8; AN]
 - (a) Tubes (by caliber, number). [FM 6-20-1, p. 3-7, A-3; AN]
 - (b) Number and location of firing batteries. [FN-NTC]
 - (c) Ammunition on hand. [FM 6-20-1, p. 3-9; AN]
 - (d) Fire direction centers (FDC). [FM 6-20-1, Chap 3; AN]
 - (e) Number and location of radars. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11; FM 6-20-50, p. 2-11; AN]
 - (f) Numbers and locations of FIST-Vs, COLTs, and other observer/target acquisition systems. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11; FM 6-20-50, p. 2-11; AN]
 - (g) Digital communications systems. [AN]
 - (h) Number of position azimuth determining systems (PADS). [AN]
 - (3) Availability and status of other fire support resources including:
 - (a) Number and locations of TF mortar platoons.
 - (b) Sources of NSF and support relationships.
 - (c) Tactical air support.
 - (d) Army aviation support.
 - (e) EW and intelligence controlled surveillance assets.
- 6f3 The brigade FSO coordinates with the FSCoord and the DS FA battalion S3 to determine FA terrain requirements both within and outside the brigade AO. [AN]
- 6f4 The FSO, as part of the brigade targeting team, conducts target value analysis (TVA) to produce HPPTL and AGM. [FM 6-20-40, pp. G-2 and G-6]
- 6f5 The FSO fully coordinates all aspects of the estimate with the battalion S3 and provides a copy to the S3 to support preparation of the FASP. [AN]
- 6g. The CMLO prepares the NBC estimate, which includes: [ARTEP 71-3-MTP]
- 6g1 Available battalion NBC defense capabilities.
 - a) Available chemical unit support.

- (1) Smoke platoon.
 - (2) Decontamination units/sites.
 - (3) NBC reconnaissance vehicles.
- b) Status of NBC personnel.
 - c) On hand NBC defense equipment.
 - d) Current status of NBC CL V.
 - (1) Fog oil.
 - (2) Smoke pots.
 - (3) Incendiaries.
- 6g2 Assessment of NBC defense capabilities.
- 6g3 Estimates (with the battalion S2) the effects of enemy-delivered smoke munitions and NBC weapons on friendly operations.
- 6g4 In conjunction with the battalion S2, provides an estimate of the enemy's ability to launch NBC operations.
- 6g5 In conjunction with the battalion S3 section, considers location for possible decontamination sites and coordinates with brigade S3 for support.
- 6h. The battalion S4 section prepares paragraphs 1 and 2a of the logistics estimate. [ARTEP 6-115-MTP, Task 06-3-01-6430/10f]
- 6h1 The S4, in conjunction with the FSB commander and staff, prepares a logistical staff estimate which includes: [FM 101-5, p. C-41]
 - a) Mission (repeats the restated FA battalion mission).
 - b) The situation and considerations.
 - (1) Intelligence situation:
 - (a) Incorporates the enemy situation based on input from the battalion S2.
 - (b) Includes effects of CI on logistics activities.
 - (c) Includes the impact of weather conditions, both present and forecasted, on CSS activities.
 - (2) Tactical situation: reviews friendly situation based on the battalion commander's guidance and input from the battalion S3.
 - (3) Personnel situation.
 - (a) Incorporates the CSS personnel situation based on input from the battalion S1.

- (b) Coordinates with the battalion S1 to identify changes in the personnel situation that could impact on logistical support to the battalion.
- (4) Combat service support situation.
 - (a) Maintenance.
 - 1 Department of the Army (DA) Form 2406 report (maintenance status report).
 - 2 Repair parts (CL IX).
 - 3 Maintenance asset locations and activities (brigade support area [BSA], field trains).
 - 4 Key maintenance personnel status.
 - 5 Available DS and GS support.
 - 6 Assessment maintenance capabilities to support operations.
 - 7 Maintenance status (current, projected) of fire support units is determined. [FM 71-123, p. 8-7; FN-3/24 ID]
 - (b) Supply.
 - 1 CL I, II, III, IV, V, and VII (logistics status report).
 - 2 Logistics asset locations and activities (BSA, logistic nodes).
 - 3 Key logistics personnel status.
 - 4 Available DS and GS support.
 - 5 Coordinates with augmenting units to identify requirements for nonstandard supplies or repair parts.
 - 6 S4's assessment of capabilities in terms of supply strengths and weaknesses.
 - 7 CL V requirements for the DS FA battalion and subordinate mortar platoons are computed and determined, including CSR and required supply rate (RSR). [FM 6-20, p. 3-8; FN-3/24 ID]
 - (c) Services.
 - (d) Transportation.
 - (e) Labor.
 - (f) Facilities and construction.
 - (g) Health service support (HSS).
 - (h) EPW operations.
 - (i) Other.
 - (j) Determines specific logistics requirements.
- (5) Determines assumptions impacting on battalion logistics.

6h2 The battalion S4 develops an initial assessment of CSS capability to support the battalion.

- 6h3 Submits the logistics estimate to the battalion S3, battalion XO, and the FSB commander.
- 6i. The battalion S1 section prepares paragraphs 1 and 2 of the personnel estimate: [ARTEP 6-115-MTP, Task 12-1-C408]
- 6i1 Mission (repeats the restated battalion mission).
- 6i2 The situation and considerations.
 - a) Intelligence situation.
 - (1) Characteristics of the area of operations.
 - (2) Enemy strengths and dispositions.
 - (3) Enemy capabilities.
 - b) Tactical situation. Reviews the tactical situation using information obtained from the commander's planning guidance and the S3.
 - c) CSS situation. Determines the impact of METT-T on personnel service support requirements. Analyzes the personnel service support situation and determines its impact on soldiers, units, and mission accomplishment.
 - d) Reviews the civil-military and logistics situations. States their likely influence on personnel service support operations.
 - e) Troop preparedness situation portion of the personnel estimate to include:
 - (1) Unit strength. [ARTEP 6-115-MTP, Task 12-1-C408/2b.(5)(a)]
 - (a) Personnel strength (personnel status report) by unit by military occupational specialty (MOS).
 - (b) Key personnel status.
 - (c) Determines critical MOS replacement requirements and priorities for the battalion.
 - (2) Replacement information (critical individual and crew replacements and location of replacement processing unit).
 - (3) Soldier personal readiness (morale, organizational climate, esprit de corps, and factors which influence them).
 - (4) Factors affecting the stability and human potential of individual soldiers, teams, and crews to accomplish the mission.
 - (5) Factors that define the organizational climate to include:
 - (a) Communications effectiveness within the chain of command.
 - (b) Performance and discipline standards.
 - (c) Organizational stress.
 - (d) Supervision.
 - (e) Human relations.

- (6) Factors that define soldier, leader, and unit commitment to include:
 - (a) Morale.
 - (b) Motivation.
 - (c) Confidence.
 - (d) Trust.
- (7) Cohesion factors to include:
 - (a) Esprit.
 - (b) Teamwork.
- f) The battalion S1 coordinates with other staff officers to exchange information relevant to the preparation of the staff estimates. [ARTEP 6-115-MTP, Task 12-1-C408/2d]
- g) The battalion S1 briefs the personnel estimate to the commander and staff. [ARTEP 6-115-MTP, Task 12-1-C408/2e]
- h) The battalion S1 updates the personnel estimate based on commander's restated mission and as specific planning guidance becomes available. [ARTEP 6-115-MTP, Task 12-1-C408]

- 6j. The battalion surgeon prepares the medical estimate.

- 6j1 The battalion surgeon identifies the FA Bn mission.
 - a) States overall HSS mission.
 - b) Analyzes mission of the battalion from a health service support viewpoint.

- 6j2 The battalion surgeon states situation and considerations consisting of facts, assumptions, and deductions that affect the successful support of an operation.

- 6j3 The battalion surgeon collects data on the following:
 - a) Enemy situation.
 - b) Friendly situation.
 - c) Characteristic of area (such as terrain, weather, civilian population, local resources, flora, and fauna).
 - d) Strength to be supported.
 - e) Health of command.
 - (1) Acclimation of troops.
 - (2) Presence of disease.
 - (3) Status of immunizations.
 - (4) Adequacy of clothing and equipment.

- (5) State of morale, training, and physical fitness.
 - (6) Managing returned to duty personnel.
 - f) Oral health of command.
 - g) Special factors (such as NBC or combat stress).
- 6j4 The battalion surgeon analyzes HSS.
- a) Compares the estimated requirement of command and the support means available.
 - b) Performs patient estimate to include mass casualty estimates.
 - c) Calculates support requirements.
 - d) Considers resources and support available.
 - (1) Computes casualty evacuation capability. [AN]
 - (2) Computes hospital bed capacity from forward clearing stations through to division rear hospitals. [AN]
- 6k. The Bn SO prepares the communications estimate, which includes: [ARTEP 6-115-MTP, Task 06-3-01-2120]
- 6k1 Current communications status.
- a) Secure and non-secure radio communications.
 - b) Retransmission capability.
 - c) Land line capability.
 - d) Satellite communications capability.
 - e) Communications with higher and adjacent units.
- 6k2 Communications links from battalion CPs to brigade CPs, subordinate unit CPs, and TF FSEs.
- 6k3 Communications equipment status (secure and non-secure).
- 6k4 SOI information.
- 6k5 Availability of communications personnel.
- 6k6 Communication requirements for CPs (current and projected locations).
- 6k7 Enemy electronic and communications capabilities.

- 6k8 Constraints, e.g., equipment capabilities (ranges, frequency ranges, dead spaces, atmospheric conditions).
- 6k9 Current command/control requirements.
- a) Location and activities.
 - (1) Battalion TOC.
 - (2) Battalion administration and logistics operation center (ALOC).
 - (3) Battalion support operations center (BSOC).
 - (4) Adjacent unit CPs.
 - (5) Brigade TOC.
 - (6) Brigade tactical CP.
 - b) Retransmission status.
 - (1) Positioning.
 - (2) Equipment serviceability and capability.
- 6k10 The Bn SO states the assessment of the communications and signal capability to support the battalion operation.
- 6l. The battalion S3 directs the staff to continuously maintain and update forward oriented (in time and space) workstation charts and information. [FM 101-5, p. C-2]
- 6m. The battalion commander requests information at any time to update his own commander's estimate. [FM 101-5, p. c-2]
7. **The battalion commander and staff develop course(s) of action.** [FM 101-5, p. 4-26; FM 71-123]
- 7a. The battalion commander provides guidance to the staff which facilitates COA development; guidance ranges from: [FM 101-5, p. 4-26]
- 7a1 The development of two or more COAs for every enemy COA.
- 7a2 Limiting COA development to only selected enemy COA.
- 7a3 Developing only one enemy COA.

- 7a4 The development of only battalion commander-directed COA.
- 7a5 The use of the brigade COA and notes developed during parallel planning by the brigade staff.
- 7b. The battalion commander attends the brigade's COA development and war-gaming or is represented by the brigade FSO and obtains:
 - 7b1 Selected brigade COAs (which become the basis for the battalion COA).
 - 7b2 Notes from the brigade's war-gaming to assist in the development of battalion COAs.
 - 7c. The battalion S3 ensures that COAs are developed by the staff that are based on the commander's guidance. [FM 101-5, p. 4-26 and appendix (App) E, p. E-3]
 - 7d. The battalion S2 develops an enemy situation template (SIT TEMP) for each enemy COA to be war-gamed.
 - 7e. The battalion S3 leads the staff through COA development and: [FM 101-5, p. 4-46, E-3]
 - 7e1 Develops battalion's movement plan for each COA. [FM 101-5, p. 4-26] [FN-194 AR]
 - 7e2 Provides COA sketches with proposed artillery position areas to other coordinating and special staff sections.
 - 7e3 Considers terrain management during development of COA. [FM 6-20-40, p. 2-19; FM 6-20-50, p. 2-18; AN]
 - 7e4 Considers the brigade selected COA and war-gaming notes.
 - 7f. The battalion S3, in conjunction with the staff, develops COAs that are: [FM 101-5, p. 4-26 and App E, p. E-1]
 - 7f1 Suitable:
 - a) Able to accomplish the mission.
 - b) Focused on the restated mission.
 - c) Complies with the higher commander's intent.

- 7f2 Feasible: unit has required resources.
- 7f3 Acceptable in terms of loss of personnel, time, or material, risk to mission accomplishment is within acceptable limits.
- 7f4 Distinguishable, as identified at a minimum by:
- a) The task organization.
 - b) The main effort.
 - c) The scheme of fire support.
- 7f5 Complete, in that it addresses:
- a) Who: Forces which will execute the action.
 - b) What: Type of action contemplated to include battalion mission essential tasks.
 - c) When: Time the action begins.
 - d) Where: Location of sector or zone.
 - e) How: Method of conducting the operation using major available assets, to include the task and purpose for the main and supporting efforts.
 - f) Why: Purpose of the action and the battalion commander's intent.
- 7g. The battalion S3, in conjunction with the staff, develops COAs that integrate: [CGSC Student Text (ST) 101-5, p. 3-1]
- 7g1 The battalion's mission.
- 7g2 The higher commander's intent and guidance.
- 7g3 The battalion commander's guidance.
- 7g4 The task organization.
- 7g5 The brigade and DS FA battalion CCIR.
- 7g6 The battlefield organization.
- 7g7 The battalion essential tasks.

- 7g8 Effective use of C2.
- 7g9 Enemy use of weapons of mass destruction.
- 7g10 Combat service support considerations.
- 7h. The battalion S3 leads the entire staff in developing COAs by using the following steps: [FM 101-5, p. 4-26]
 - 7h1 Analyze relative combat power.
 - 7h2 Generate conceptual possibilities.
 - 7h3 Array initial forces.
 - 7h4 Develop the movement plan.
 - 7h5 Determine critical targets by phase of the brigade operation.
 - 7h6 Prepare COA statements and sketches.
- 7i. Each battalion staff officer integrates his BOS COA into the battalion S3's COAs. [FM 101-5, p. 4-26]
 - 7i1 The battalion S1 identifies personnel COAs which can support the scheme of maneuver identified by each S3 COA.
 - 7i2 The battalion S2 identifies threat COA.
 - 7i3 The battalion S4 identifies logistics COAs which can support the scheme of maneuver identified by each S3 COA.
 - 7i4 The Bn SO identifies COA to support each S3 COA.
 - 7i5 The battalion surgeon identifies COAs to support each S3 COA.
 - a) Considers all support requirements and resources available.

- b) Determines major COAs which will support the commander's operational plan and accomplish the HSS mission.
- c) Expresses COA in terms of what, when, where, how, and why.

7i6 The CMLO identifies NBC COAs which can support the scheme of maneuver identified by each S3 COA. [AN]

7k. The brigade FSO participates in brigade targeting team efforts during COA development. [AN]

8. **The battalion commander and staff analyze course(s) of action.** [FM 101-5, p. 4-28]

8a. The battalion commander analyzes COA(s) alone or in conjunction with the staff. [FM 101-5, p. 4-43; p. F-2]

8b. The battalion S3 and staff conduct the war game following these steps: [FM 101-5; CGSC ST 101-5; AN]

8b1 Gather the tools:

- a) Post commander's COA, with AO, on a map.
- b) Post enemy SIT TEMP.
- c) Post current friendly unit dispositions.
- d) Post MCOO.
- e) Post position area overlay.

8b2 List all fire support and target acquisition units in brigade AO.

- a) Organic, assigned, attached, reinforcing, CSS.
- b) GS/GSR units.
- c) Constraints and restrictions from higher headquarters.
- d) Priority of support.
- e) Combat multipliers.
- f) Enemy critical events list. [FN-NTC]

8b3 List the assumptions.

- a) Assumptions from higher headquarters OPLAN.
- b) Enemy options and activities.
- c) Friendly strengths and activities.

- 8b4 List known critical events, anticipated decision points (DP), and trigger events from current position to final objective.
- 8b5 List significant factors.
- a) Massing fires at vital points and prescribed times.
 - b) Providing continuous fires for committed force.
 - c) Supporting the brigade plan.
- 8b6 Select the war-gaming method.
- a) The belt technique.
 - b) The avenue in depth technique.
 - c) The box technique.
 - d) Any other technique in which the commander and staff are trained.
- 8b7 Select a technique to record and display war game results.
- a) The narrative technique.
 - b) The sketch note technique.
 - c) A synchronization matrix.
- 8b8 War-game the battle and assess the results.
- 8c. The battalion S2 provides the enemy commander's perspective during the war game and:
- 8c1 Role plays the enemy commander during the war game.
- 8c2 Ensures that the staff fully addresses friendly responses for each enemy COA by trying to win the war game for the enemy.
- 8c3 Displays the enemy decision support template (DST) and/or synchronization matrix for each enemy COA.
- 8c4 States information requirements to support DPs.
- 8c5 Displays enemy NAIs that will support enemy TAIs and DPs.
- 8c6 Refines enemy SIT TEMPs.

- 8c7 Participates in targeting conferences.
- 8c8 Describes enemy reactions, predicts losses, verifies friendly NAIs and TAIs and HVTs.
- 8d. The battalion S3 presides over the war-gaming of each selected COA and ensures that: [FM 101-5, p. 4-26]
 - 8d1 Each COA is war-gamed against selected enemy COA.
 - 8d2 Entire staff is present.
 - 8d3 Staff members have current estimate for their areas of responsibility.
 - 8d4 Staff members have planning factor tools to enable them to compute resources consumed during the war game.
 - 8d5 War-game addresses combat ratios of friendly and enemy forces throughout the battle.
 - 8d6 War-game notes are kept by means of a synchronization matrix.
 - 8d7 War-game notes are kept to use to develop the FASP.
 - 8d8 Advantages and disadvantages are listed as they become obvious.
 - 8d9 The entire battalion staff actively participates in the war game.
 - 8d10 Staff remains unbiased towards a specific COA.
 - 8d11 Premature conclusions are not drawn.
 - 8d12 Comparing one COA with another is avoided.
 - 8d13 Feasibility is continually assessed and analysis is stopped if COA becomes unfeasible.

8e. The DS FA battalion commander and the battalion staff fully analyze (war-game) each COA and determine: [FM 101-5, p. 4-29, p. F-19]

8e1 General.

a) Refinements or modifications of selected COA.

b) Requirements for force protection.

c) An estimate of battle duration for each critical event as well as the entire battle.

d) Projection of critical targets and attack criteria for each by critical event.

e) Identification of additional fire support required to service designated HPTs.

f) Verification of sensor taskings to provide targetable intelligence in a timely manner for required HPTs (Brigade BF 15, 18).

g) Requirements to eliminate fratricide.

h) Identify additional requirements for combat support (CS).

i) Identification of strengths and weaknesses.

j) The brigade deep, close, and rear battles are considered during the war-gaming.

8e2 Command and control (C2).

a) Clearly identified commander's vision of the battle.

b) All major battlefield events anticipated.

c) Synchronization requirements.

d) Required coordination with adjacent units.

e) Communication requirements and priorities. [ARTEP 6-115-MTP, Task 06-1-01-4100]

(1) Ability to support tactical operations and the impact of current and planned operations on communications support.

(2) Implementation of offensive EW policies and procedures.

(3) OPSEC requirements and implementation of SIGSEC measures.

(4) Determination of CP locations.

(5) Communications aspects of CP locations.

(6) Recommended sites for CPs and headquarters.

f) Command relationships.

g) Identification of C2 requirements.

(1) For DS FA C2 positioning.

(2) To overcome enemy interference of friendly C2.

(3) To minimize effect of destruction of friendly CPs.

(4) Chain of command replacement.

(5) Sequence of command.

(6) Continuity of operations.

CCIR and PIR.

h) DPs.

i) Critical events.

k) Requirements to eliminate fratricide.

8e3 Intelligence.

a) NAIs.

b) TAIs.

c) Counter-reconnaissance requirements.

d) HPTs.

e) Optimal times and locations to maximize enemy casualties and force destruction.

f) Ways and means to separate attacking enemy echelons.

g) Ways and means to disrupt enemy formations.

h) Ways and means to force enemy into areas consistent with the brigade commander's intent.

8e4 Maneuver.

a) Missions and tasks assigned to TFs.

b) Task organization requirements.

c) Deception and surprise requirements.

d) Branches and sequels to maneuver scheme.

e) Counter-reconnaissance requirements.

f) Scheme of maneuver.

(1) Engagement areas.

(2) Control measures.

(3) Passage of lines.

(4) Battle phasing (if appropriate).

(5) Positioning of batteries in support of TF plans.

(6) Terrain (e.g., battery locations) requirements and assignment to battalion elements.

(7) Identification of tasks for battalion elements.

- (8) Missions and tasks assigned to Army aviation units and their schemes of maneuver. [ARTEP 71-3 MTP, Task 71-3-3011/1]
- (9) Gap crossing requirements.
- g) Integration of deep fires to support the brigade scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3008/1]
 - (1) Times, locations, and events for deep battle handover between the division and the brigade are determined. [AN]
 - (2) Times, locations, and events are selected from which brigade subordinate units will accept close battle responsibilities.
 - h) Rear operations integrated into the brigade scheme of maneuver.
 - (1) Fire planning and fire support coordination in brigade rear area.
 - (2) Level of threat.
 - (3) Available fire support means.
 - i) Effects of limited visibility on maneuver and movement.
 - j) Requirements impacting on deconfliction of fire support with Army aviation operations.
 - (1) A2C2.
 - (2) Army aviation unit and forward arming and refuel point(s) locations.
 - (3) FA locations and targets.
 - (4) Remotely piloted vehicle (RPV) launch and recovery sites and flight paths.
 - (5) SEAD.
 - (6) JAAT.
 - k) Continuous assessment of DS FA battalion subordinate unit's strength throughout the war game.
- 8e5 Fire support.
 - a) Updated HPT list.
 - b) AGM.
 - c) Priority for lethal and nonlethal fire support effort.
 - d) Employment of special munitions.
 - (1) FASCAM fires are determined and synchronized with other indirect fires. [ARTEP 71-3-MTP, Task 71-3-8003/3a; FM 6-20-40, p. 3-19, H-1; FM 6-20-50, p. 3-19, I-1]
 - (2) Obscurant fires are determined and synchronized with other indirect fires. [FM 6-20-40, p. 3-19, H-17; FM 6-20-50, p. I-16]
 - (3) Copperhead and other precision guided munitions (PGM) are planned and synchronized with other indirect fires. [FM 6-20-40, p. H-22; FM 6-20-50, p. I-12]

- (4) Illumination fires are determined and synchronized with other indirect fires. [FM 6-20-40, p. 3-19]
- e) Fire support massing integration with maneuver and priorities. The synchronization of fires with maneuver is accomplished during brigade planning by integrating the decide, detect, deliver, and assess methodology into the brigade commander's tactical decision-making process (DMP). The war-gaming process must use the brigade DST to develop the FSEM.
- f) Indirect fires in support of brigade SEAD operations. [ARTEP 71-3-MTP, Task 71-3-3011/2b]
- g) Opportunities to obscure enemy observation posts (OPs), target acquisition assets, and direct fire systems through lethal and nonlethal fires.
 - (1) Lethal and nonlethal fires planned in the brigade deep battle; desired effects of deep fires are: [FM 100-5, p. 6-14]
 - (1) Restrict the enemy commander's freedom of action. [FM 100-5, p. 6-14]
 - (2) Reduce and eliminate the enemy commander's ability to implement coherence and tempo in his command and control. [FM 100-5, p. 6-14]
 - (3) Attrit the enemy force or selected parts of it in order to ensure that brigade units involved in the close battle have sufficient combat power to accomplish designated missions. [FM 100-5, p. 6-14]
 - (4) Create opportunities and advantages the brigade can exploit. [FM 6-20, p. 3-10]
- i) Deep battle targets selected, which may include: [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
 - (1) Enemy second-echelon forces. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
 - (2) Enemy C3 facilities. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1; FM 6-20, p. 3-10]
 - (3) Enemy reserves, counterattack forces, and follow-on forces. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
 - (4) Routes and avenues of approach enemy second echelon, reserves, and follow-on forces will use to move into the battalion close battle area. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
 - (5) Enemy logistics sites. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
- j) Lethal and nonlethal fires synchronized to shape the brigade's close battle by: [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
 - (1) Disorganizing, delaying, weakening, and canalizing the enemy as they enter the brigade's close battle area. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
 - (2) Stripping away enemy reconnaissance, surveillance, and target acquisition elements. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1; FM 6-20, p. 3-10]
 - (3) Impairing enemy C2 by causing vehicles to button up and by destroying vehicle optics and antennas. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
- k) Lethal and nonlethal fires planned and synchronized to support brigade reconnaissance and surveillance (R&S) operations; desired effects of fires are to: [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
 - (1) Suppress enemy forces engaging brigade R&S forces. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

- (2) Protect the movement and infiltration of R&S forces and target acquisition assets. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
 - (3) Inflict casualties and force enemy units to deploy early and reveal the enemy's main attack. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
 - (4) Reduce the enemy's capability to gain information by eliminating enemy reconnaissance forces and intelligence-gathering assets. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
 - (5) Deceive the enemy as to the location of brigade units. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
 - (6) Slow and canalize enemy movement to provide better targets for maneuver direct fire systems. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
 - (7) Suppress enemy direct and indirect fire weapons. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
 - (8) Use attack guidance and DST to develop appropriate triggers for the FSEM to synchronize fires.
- 1) Lethal and nonlethal fires planned and synchronized to support brigade offensive operations. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
- (1) Fires are planned for terrain that will be traversed by brigade units; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (a) Suppress, neutralize, or destroy enemy OPs and target acquisition systems. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (b) Suppress, neutralize, or destroy enemy direct fire systems. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (c) Deny enemy attack helicopters use of potential attack positions. [FN-NTC]
 - (d) Suppress, neutralize, or destroy enemy elements that are to be bypassed. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (2) Fires planned on flanks; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (a) Protect brigade units during movement. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (b) Reduce the number of brigade units committed to flank security. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (3) Fires planned on brigade objectives; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (a) Concentrate fires to suppress, neutralize, and destroy forward enemy elements. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (b) Create points of penetration into enemy defenses. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (c) Suppress enemy forces which will respond to penetrations or breakthrough of enemy positions. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
 - (d) Assist brigade forces to maneuver to positions to provide direct fires against enemy forces in the defense. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

- m) (4) Use attack guidance and DST to develop appropriate triggers for the FSEM to synchronize fires. Lethal and nonlethal fires planned and synchronized to support brigade defensive operations. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
- (1) Fires are planned in the main battle area (MBA); desired effects are to: [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
 - (a) Deny the enemy information about brigade units and intentions by reducing capabilities of enemy reconnaissance and intelligence-gathering elements. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
 - (b) Inflict maximum enemy casualties at choke points and obstacles. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
 - (c) Canalize the enemy, deny enemy use of terrain, and cause the enemy to deploy early and reveal the main attack. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
 - (d) Delay, disrupt, suppress, and destroy enemy direct and indirect fire weapons throughout the brigade sector. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
 - (e) Isolate forward enemy units from follow-on forces in the MBA. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
- (2) Fires are planned to support disengagement of brigade elements; desired effects are to: [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-19]
 - (a) Increase tempo of battle to create opportunities for brigade units to disengage. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]
 - (b) Allow brigade units to withdraw from positions without being effectively hindered or delayed. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]
 - (c) Support repositioning and movement of brigade units to other positions. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]
 - (d) Support brigade counterattack forces. [AN]
- (3) Use attack guidance and DST to develop appropriate triggers for the FSEM to synchronize fires. Lethal and nonlethal fires planned and synchronized to provide time and to assist brigade units in their consolidation (of objectives, of positions) and reorganization. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
- o) Fire support assets allocated to provide support to the rear battle and defense of brigade rear area units. [FM 6-20, p. 3-11; FN-NTC]
- p) Critical fire support tasks, by phase, must be synchronized with target acquisition requirements, positioning of delivery systems, prioritization of tasks, and triggers as required. A non-doctrinal tool to manage this information is the observer plan. [AN]
- q) Determination of FSCM to support the synchronization of indirect fires. [FM 6-20-40, p. E-1; FM 6-20-50, p. G-1]

- r) A2C2.
- s) Lethal and nonlethal fires to support SEAD.
- t) Lethal and nonlethal fires to execute JAAT.
- u) Lethal and nonlethal fires to attack air defense (AD) related targets, e.g., unmanned aerial vehicle (UAV) launch and control sites, attack helicopter attack positions.

8e6 Mobility/survivability.

- a) Likely times and areas for enemy or friendly NBC events.
- b) FASCAM employment.
- c) Engineer effort integrated with maneuver and in accordance with commander's priorities.
- d) Requirements for force protection.
- e) Initial deployment of NBC decontamination units.
- f) Determine MOPP.
- g) Optimum times and locations for employment of smoke.
- h) Location and extent of brigade directed obstacles.
- i) The use of special munitions (e.g., FASCAM and smoke) must consider the following planning factors:
 - (1) Diversion of firing capability from delivery of lethal fires.
 - (2) Diversion of transportation to provide necessary munitions.
 - (3) Capability of other delivery systems (i.e., brigade mortars to provide smoke capability).
- j) Engineer support for DS FA battalion mobility or survivability.

8e7 Air defense.

- a) Air defense support and priorities.
- b) Weapons status during battle phases.
- c) Direct fire systems in air defense role.
- d) Early warning requirements.

8e8 CSS.

- a) Additional combat, combat support, and CSS required.
- b) Medical support requirements:
 - (1) Casualty estimates.
 - (2) Medical evacuation (MEDEVAC) support.
 - (3) The battalion S4 section ensures location of medical facilities is integrated with the overall CSS plan.

- c) CSS requirements:
 - (1) Critical classes of supply.
 - (2) Supply priorities.
 - (3) Maintenance support requirements and priorities.
 - (4) Transportation requirements and priorities.
 - d) Rear operations.
 - (1) Determines the level of threat (CL I, II, or III).
 - (2) Determines the positioning of critical rear area bases and base clusters/units to ensure support and enhance security.
 - (a) Positions trains away from main avenues of approach.
 - (b) Positions trains in easily defended area.
 - (c) Positions trains near reserve location.
 - (d) Positions trains away from likely airborne or airmobile landing sites.
 - e) Determines locations of prepositioned stocks.
 - f) Determines requirements for obstacle material.
 - g) Determines varieties and quantities of electronic emissions.
 - h) Determines reconstitution requirements, if needed.
 - i) Assesses replacement operations.
 - j) Continuously assesses of battalion subordinate unit's CSS status throughout the war game.
 - k) Constantly compares required and available CSS to identify shortfalls and ways and means to eliminate or reduce the effect of these shortfalls.
- 8f. The battalion commander and key staff (e.g., XO, S3) determine acceptable level of risk based on COA selected following these steps: [FM 101-5, p. 4-31]
- 8f1 Identify hazards and major events.
 - 8f2 Assess hazards.
 - 8f3 Make risk decisions.
 - 8f4 Implement controls.

- 8g. When war-gaming identifies additional required information, or if information is unclear, the responsible staff officer aggressively pursues needed information. [AN]
- 8h. The battalion commander, when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
 - 8h1 Personally performing all the steps of the war-gaming.
 - 8h2 Adhering to all the required principles.
 - 8h3 Having as many of the staff present with the commander as possible, given the tactical situation.
 - 8h4 Considering all elements of combat power.
 - 8h5 Using less time consuming war-gaming methods such as the critical points (box method).
- 9. **The battalion staff compares courses of action.** [FM 101-5, p. 4-32]
 - 9a. The battalion S3 supervises comparisons of COA by the staff and ensures: [FM 101-5, p. 4-32]
 - 9a1 Use of commander's previous guidance on comparison criteria.
 - 9a2 Use of directed criteria and prescribed weighting of factors to build a decision matrix.
 - 9a3 Selection of a battalion staff COA for recommendation to commander.
 - 9b. Each battalion staff officer prepares a COA decision matrix for his own BOS/area of responsibility. [FM 101-5, p. 4-32]
 - 9b1 The battalion S1 identifies the COA which can best be supported from the personnel standpoint based on a prepared COA decision matrix.
 - 9b2 The battalion S2 identifies the COA that is best supported from the intelligence standpoint based on a prepared COA decision matrix.

- 9b3 The battalion S4 identifies COA that best supports the battalion operation from the logistical point of view based on a prepared COA decision matrix.
- 9b4 The battalion S3 identifies the best COA from the operations standpoint based on a prepared COA decision matrix.
- 9b5 The brigade FSO, at the brigade CP, develops a COA decision matrix and completes a comparison and states the COA that best supports the brigade operation from the fire support standpoint. [FM 6-20-40, p. 2-3; FM 6-20-50, p. 2-3; FM 34-130, p. A-7; FM 101-5, p. 4-28, F-34]
- 9b6 The Bn SO develops a COA decision matrix and completes a comparison and states the COA that best supports the battalion operation from the communications standpoint.
- 9b7 The battalion surgeon evaluates and compares COAs and records results on a COA decision matrix.
- a) Compares probable outcome of each COA to determine which one offers the best chance of success.
 - b) Compares all COAs listed in terms of significant advantages and disadvantages.
 - c) States conclusions.
 - d) States if mission can be supported.
 - e) States which COA can best be supported from the health service support standpoint.
 - f) Lists the limitations and deficiencies in the preferred COA that must be brought to the commander's attention.
 - g) Lists factors adversely affecting the health of the command.
- 9b8 The CMLO evaluates and compares COAs and records results on a COA decision matrix. [AN]
- 9c. The battalion S3 identifies the best COA to recommend to the battalion commander. [FM 101-5, p. F-38]
- 9c1 Each battalion staff member presents his findings to the other staff members for consideration.
- 9c2 The battalion S3 chooses which COA will produce battlefield success if the staff is unable to reach a decision.
- 9c3 The battalion staff prepares necessary briefing charts for the COA brief to the commander.
- 9c4 The staff prepares updated estimate notes for their respective staff area.

- 9c5 The battalion S3 prepares a list of assumptions for each COA.
- 9c6 The battalion S3 ensures that a COA sketch with implementing statements has been prepared for each COA.
- 9c7 The battalion S3 ensures that the war game notes or worksheets are prepared.
- 9d. The battalion S3, with the staff present, briefs the battalion commander on the results of the staff COA comparison including:
[FM 101-5, Chap 4, p. 4-33]
- 9d1 The intent of higher headquarters.
- 9d2 The battalion restated mission.
- 9d3 The status of battalion forces.
- 9d4 The updated intelligence estimate.
- 9d5 Own COAs to include:
- a) Assumptions used in the war game.
 - b) Results of staff estimates.
 - c) Advantages and disadvantages of each COA.
- 9d6 Recommended COA.
- 9d7 Branches to each COA.
- 9d8 Unresolved issues.
- 9d9 Dissenting staff positions.
- 9e. The battalion commander makes a decision based on essential information and doctrinally sound solutions: [FM 101-5, p. 4-33 and 4-34]

- 9e1 The battalion commander remains unbiased.
- 9e2 The battalion commander selects the COA he believes to be most advantageous to achieving success and accomplishing the battalion mission.
- 9e3 The battalion commander reaches his decision based on:
- a) His experience.
 - b) His trust and confidence in the capabilities of his command.
 - c) His estimate of the situation.
 - d) The inherent flexibility of the selected COA.
- 9e4 The battalion commander may agree with the staff recommended COA, modify it, or select another COA.
- 9e5 The battalion commander must consider the additional staff work required if other than the staff recommended COA is chosen.
- 9f. The battalion commander, once he has made his COA selection: [FM 101-5, p. 4-34 and 4-35]
- 9f1 Refines the selected COA into a clear, concise statement of his intent, the general scheme of maneuver, and supporting fires for the operation.
- 9f2 States the who-what-when-where-how and why associated with the COA.
- 9f3 States the risk he is willing to accept to accomplish the mission.
- 9g. The battalion commander when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
- 9g1 Having available generic COA decision/comparison matrices to save time.
- 9g2 Reducing the number of comparison criteria.
- 9g3 Being personally involved in the COA comparison process with the staff.
- 9g4 Personally conducting the COA comparison.

10. **The battalion commander announces the course of action decision.** [FM 101-5, Chap 4, p. 4-33]
- 10a. The battalion commander announces his decision to the staff by stating: [CGSC Student Text 101-5, p. 5-2; FM 101-5, p. 4-35]
- 10a1 A clear, concise statement of his intent.
- 10a2 A concept of operation.
- 10a3 What supporting fires the operation will need.
- 10a4 Specific command and support relationships.
- 10a5 A clear designation of the main effort.
- 10a6 How the command will defeat the enemy.
- 10a7 The risk the commander is willing to accept.
- 10b. The battalion commander and staff conduct reconnaissance to confirm selected COA and make necessary modifications. [FM 101-5, p. 4-54]
- 10c. The battalion commander employs the MDMP in a time-constrained environment and announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]
- 10d. The battalion commander decides what risk he is willing to accept to accomplish the battalion mission and: [FM 101-5, p. 4-35]
- 10d1 Time permitting, discusses the risk with adjacent and higher units.
- 10d2 Obtains higher headquarters' approval to accept any risk that might imperil the brigade commander's intent and mission.
11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
- 11o. The battalion S3 receives the maneuver brigade's fire support plan. Battalion and S3 compare it with prior information. FASP is refined as necessary.

OUTCOME 2 ASSESSMENT

OUTCOME 2: FASP and verbal orders are received and understood by key participants in no more than 1/3 of the available time.	Adequate	Marginal	Not Adequate
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(Use Tables 1, 2, 8, and 9)

- FSCOORD and FA Bn commander briefback field artillery mission and the commanders' intents from DIVARTY and brigade.
- Battery commanders briefback their missions and the FA Bn and brigade commanders' intents.
- FA Bn issues WARNOs when required, and:
 - WARNOs provide essential details of the impending operation.
 - WARNOs detail major events and critical times relevant to mission execution.
 - WARNOs clearly inform each recipient of what tasks he must do now as well as possible future tasks.
 - WARNOs contain the time and place of FASP issuance.

OUTCOME 2 DIAGNOSTIC AID

OUTCOME 2: DS FA Bn orders and verbal orders are received and understood by key participants in no more than 1/3 of the available time.

Tasks Elements

- 2. **The battalion receives an order initiating a new mission from higher headquarters.** [FM 101-5; FM 6-20-1; ARTEP 6-115-MTP]
- 2b. When the division WARNO is received, the brigade FSO informs the FSCoord of the content of the WARNO as soon as the situation permits. Critical information that is communicated includes:
 - 2b1 Division mission.
 - 2b2 Division commander's intent.
 - 2b3 Division concept of operation.
 - 2b4 Brigade mission.
 - 2b5 Brigade AO.
 - 2b6 Enemy situation.
 - 2b7 Critical timelines.
 - 2b8 Task organization.
- 2c. The battalion may also receive a WARNO from DIVARTY and from the brigade. Critical information from the WARNO(s) and from the commander begins the staff parallel planning process.
- 2d. The battalion S3 ensures that critical information is provided to all staff participants during the military decision-making process (MDMP). [FM 101-5, p. 4-44]

- 2g. The battalion S3 directs the efforts of the battalion staff in preparation for implementing the battalion MDMP.
- 2g1 Upon receipt of the higher headquarters order, the battalion S3 develops a planning and preparation timeline for the staff.
- 2g2 The battalion S3 section, with input from the S3, develops the operational timeline which describes mission execution events.
- 2g3 The battalion S3 ensures that LNOs are dispatched as required. (The battalion has no authorized LNOs.)
- 2g4 The battalion S3 prepares to issue an initial WARNO by receiving information from the entire battalion staff. (For detailed WARNO description refer to Task 4 of this analysis.)
- 3. **The battalion commander and staff conduct mission analysis.** [FM 101-5, Chap 4, p. 4-11]
- 3e. The battalion commander, based on his own mission analysis and the mission analysis brief from the battalion staff. [FM 101-5, p. 4-15]
- 3e3 Directs the issuance of a WARNO (for a detailed description refer to Task 4, this analysis).
- 3f. The battalion commander and staff, when required to employ the MDMP in a time-constrained environment, conduct mission analysis by: [FM 101-5, Chap 4, p. 4-15]
- 3f1 The battalion commander personally conducting the mission analysis.
- 3f2 The mission analysis being jointly conducted by the commander and staff in the form of a "brainstorming session."
- 4. **The battalion S3 directs the staff in the preparation and issuance of a battalion warning order.** [FM 101-5, p. 4-15]
- 4a. Battalion WARNOs are prepared and issued in five-paragraph format to all subordinate and attached units and to the reinforcing unit(s). [FM 101-5, p. H-13]
- 4a1 Provide major timeline events which accompany mission execution. [FM 101-5, p. H-13]
- 4a2 Provide planning focus to subordinate unit commanders and staff. [IN School]
- 4a3 Provide essential details of the impending battalion operation. [FM 101-5, p. 4-55, H-13]

- 4b. The battalion S3, in conjunction with other staff officers, prepares a battalion WARNO which includes, as a minimum: [FM 101-5, p. H-14]
- 4b1 Required maps (if changed from the current FASP). [FM 101-5, p. H-14]
- 4b2 Enemy situation updates. [FM 101-5, p. H-14]
- 4b3 Battalion events to occur prior to the issuance of the battalion OPORD. [FM 101-5, p. H-14]
- 4b4 Battalion mission, task, or operation. [FM 101-5, p. H-14]
- 4b5 Division and brigade mission and intent. [FM 101-5, p. H-14]
- 4b6 The division and brigade commanders' intent statements (when available). [FM 101-5, p. H-14]
- 4b7 Battalion commander's restated mission statement. [FN-IN School]
- 4b8 Earliest time of movement or degree of notice the battalion commander will provide to units for performing tasks or activities. [FM 101-5, p. H-14]
- 4b9 Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]
- 4b10 Service support instructions, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]
- 4b11 Information for the battalion orders group, which includes: [FM 101-5, p. H-14]
- a) The rendezvous point and time for assembly of a battalion orders group. [FM 101-5, p. H-14]
 - b) Guidance on attendance of subordinate commanders and staff for the battalion orders group. [FM 101-5, p. H-14]
- 4b12 Information resulting from decisions made by the commander, which includes: [AN]
- a) Selection of a battalion COA. [AN]
 - b) Unit boundaries and other control measures. [AN]

- 4c. The battalion S3 section issues a WARNO which provides subordinate unit commanders and staff with maximum planning time. [FM 101-5, p. 4-55, H-13]
- 4d. The battalion S3 ensures that the WARNO is, at a minimum, distributed to: [AN]
 - 4d1 DS FA battalion firing battery commanders.
 - 4d2 DS FA battalion HHB commander.
 - 4d3 DS FA battalion service battery commander.
 - 4d4 DS FA battalion staff.
 - 4d5 Brigade FSO.
 - 4d6 All reinforcing battalions.
 - 4d7 Bn TF FSOs.
- 4e. The battalion commander, when required, employs the MDMP in a time-constrained environment and issues planning guidance that: [FM 101-5, pp. 4-16; FM 6-20-10, Chap 2; AN]
 - 4e1 Shortens planning time by giving more detailed and directive guidance.
 - 4e2 Adds focus to staff planning by stating options he does not want the staff to consider.
 - 4e3 Describes restrictions on planning and employment of fires. [AN]
 - 4e4 Establishes requirements for updating battalion staff running estimates with specific information. [AN]
 - 4e5 Enables the battalion staff to develop and implement measures to collect CCIR. [AN]
- 5. **The battalion commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]

- 5c. The battalion commander issues planning guidance to the battalion staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1. 2-3; FM 6-20-10, p. 1-7]
- 5c6 Time plan. [FM 101-5, p. 4-23]
- a) Time allocated for planning and preparation to the battalion staff and to subordinate units. [FM 101-5, p. 4-23]
 - b) The battalion commander determines when, where, and how the battalion order will be issued. [FM 101-5, p. 4-36]
- 5c9 The type of planning process the battalion will use to develop the order. [FM 101-5, p. 4-7, 4-8; AN]
- a) MDMP: Assumes sufficient time and experienced staff to thoroughly examine numerous friendly and enemy COAs. [FM 101-5, p. 4-7; AN]
 - b) MDMP under time constraints: Used when time is constrained; commander provides one or more COAs to be developed, war-gamed, and briefed for decision. [FM 101-5, p. 4-8; AN]
- 5d. The battalion commander conducts a confirmation brief with the staff at the end of his initial planning guidance to ensure that: [FM 101-5, pp. 4-15 and 4-16]
- 5d1 The information he has provided will result in timely and effective COA development and analysis.
- 5d2 The commander's vision of the operation is imparted to the staff.
- 5d3 The guidance provided does not overly restrict staff initiative or inhibit ideas.
- 5e. The battalion commander, when required, employs the MDMP in a time-constrained environment and issues planning guidance that: [FM 101-5, pp. 4-16; FM 6-20-10, Chap 2; AN]
- 5e1 Shortens planning time by giving more detailed and directive guidance.
- 5e2 Adds focus to staff planning by stating options he does not want the staff to consider.
- 5e3 Describes restrictions on planning and employment of fires. [AN]
- 5e4 Establishes requirements for updating battalion staff running estimates with specific information. [AN]
- 5e5 Enables the battalion staff to develop and implement measures to collect CCIR. [AN]

7. **The battalion commander and staff develop course(s) of action.** [FM 101-5, p. 4-26; FM 71-123]
- 7j. The battalion commander, when required, employs the MDMP in a time-constrained environment to develop COAs by: [FM 101-5, p. 4-44]
- 7j1 Limiting the number of COAs to be considered.
- 7j2 Giving the staff a specific COA.
- 7j3 Giving the staff more specific guidance on how to develop COA(s).
- 7j4 Remaining with the staff and developing the COA(s).
- 7j5 Developing the COA(s) personally.
8. **The battalion commander and staff analyze course(s) of action.** [FM 101-5, p. 4-28]
- 8h. The battalion commander, when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
- 8h1 Personally performing all the steps of the war-gaming.
- 8h2 Adhering to all the required principles.
- 8h3 Having as many of the staff present with the commander as possible, given the tactical situation.
- 8h4 Considering all elements of combat power.
- 8h5 Using less time consuming war-gaming methods such as the critical points (box method).
9. **The battalion staff compares courses of action.** [FM 101-5, p. 4-32]
- 9g. The battalion commander when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
- 9g1 Having available generic COA decision/comparison matrices to save time.
- 9g2 Reducing the number of comparison criteria.

- 9g3 Being personally involved in the COA comparison process with the staff.
- 9g4 Personally conducting the COA comparison.
- 10. **The battalion commander announces the course of action decision.** [FM 101-5, Chap 4, p. 4-33]
- 10c. The battalion commander employs the MDMP in a time-constrained environment and announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]
- 11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
- 11d. The battalion staff, under the supervision of the battalion S3, develops a WARNO based on results of COA analysis and commander's decision. The resulting WARNO: [FM 101-5, p. 4-74, AN]
- 11d1 Initiates reconnaissance, advance party, and survey operations.
- 11d2 Outlines the next operation.
- 11d3 Updates other critical information.
- 11d4 Addresses special requirements to particular units.
- 11d5 Outlines CCIR.
- 11d6 Provides task organization and effective time.
- 11d7 Updates enemy situation (SIT TEMP).
- 11d8 Initiates movement.
- 11d9 Provides NAI's for immediate focus.
- 11d10 Updates timeline.
- 11d11 Provides concept of operation.

- 11d12 Specifies tasks to units.
- 11d13 Provides the mission statement.
- 11d14 Provides the battalion commander's intent.
- 11d15 Provides pertinent extracts taken from more detailed battalion orders.
- 11d16 Provides minimal control measures.
- 11d17 Provides timely changes to existing battalion orders.
- 11d18 Informs higher and adjacent headquarters of changes to existing battalion orders.
- 11e. The battalion S3 section issues the WARNO which provides critical information from the COA analysis and battalion commander's decision. [AN]
- 11h. The Bde fire support officer/section develops the brigade fire support plan. (The FASP is based on the brigade fire support plan.) [FM 6-20-1 p. 3-8]
- 11h3 Forwards formal target lists, the FSEM, and the AGM to subordinate units for inclusion into their fire plans.
- 11q. The battalion S3 section publishes the FASP in enough copies required to support the operation. It may be in the form of a written FA support plan, an FA support matrix, or oral orders. [CGSC Student Text 101-5, p. 6-5]
- 12. **The battalion commander and staff issue a field artillery support plan (FASP).** [FM 101-5, Chap 4]
- 12a. The battalion commander is in charge of the FASP briefing. [AN; FM 101-5, p. 4-59]
- 12a1 When possible, the battalion commander personally issues the FASP with all key individuals present. [AN; FM 101-5, p. 4-59]
- 12a2 The battalion S3, with approval of battalion commander, determines a briefing sequence (TSOP item).

- 12a3 The battalion commander and staff issue the FASP employing techniques to facilitate understanding and coordination. [FM 101-5, p. 4-59]
- a) When feasible, the battalion commander issues the FASP to subordinates on-the-ground forward in the battle area. [FM 101-5, p. 4-59]
 - b) A location is chosen to issue the FASP that reduces travel time for key leaders.
 - c) A location is chosen to issue the FASP that enhances OPSEC.
 - d) The battalion staff prepares sketch charts and graphic aids to enhance the brief. [FM 101-5, p. 4-59]
- 12a4 All battalion key staff and subordinates are present at the issuance and are alert and attentive during briefing. [FM 101-5, p. 4-59]
- 12a5 The FASP is issued within not more than 1/3 of the total time available before execution. [ARTEP 71-3 MTP, Task 71-3-3002]
- a) The battalion ensures that the 1/3 time includes time required for planning, as well as all battalion directed activities and events (e.g., rehearsals, leaders reconnaissance) which impact on subordinate leaders' time. [AN]
 - b) The battalion S3 ensures that maximum information is provided to subordinate units during the planning process to facilitate concurrent planning. [AN]
 - c) The battalion S3 ensures that all key commanders/leaders receive a copy of the FASP with all appropriate attachments and overlays. [ARTEP 71-3 MTP, Task 71-3-3002]
 - d) Subordinate leaders and staff members are provided timing of and guidance for subsequent briefbacks and rehearsals.
- 12a6 The battalion S3 ensures that the FASP is, at a minimum, distributed to: [AN]
- a) DS FA battalion firing battery commanders.
 - b) DS FA battalion headquarters and headquarters battery (HHB) commander.
 - c) DS FA battalion service battery commander.
 - d) DS FA battalion staff.
 - e) Brigade FSO.
 - f) All reinforcing battalions.
 - g) Bn TF FSOs.
- 12b. The battalion commander conducts confirmation briefs immediately after the FASP and should serve as a final check to ensure clear understanding of his intent. [FM 101-5, p. 4-59]
- 12b1 Subordinates repeat back to the commander what the FASP indicated for them to do and why, to include:

- a) Critical tasks.
 - b) Specified missions.
 - c) Implied missions.
 - d) Own restated mission.
 - e) Battalion commander's intent.
 - f) Battalion concept of operation.
 - g) Synchronization requirements.
 - h) Branches of scheme of maneuver and concept of operation.
- 12b2 When possible, the battalion staff participates in the confirmation briefs and:
- a) Assists in clarifying issues as appropriate.
 - b) Captures changes directed by the battalion commander and ensures that FASP is appropriately refined.
 - c) Coordinates with subordinate counterparts as required.
- 12c. The battalion commander, when required, may choose to employ the MDMP in a time-constrained environment when issuing the battalion order by: [FM 101-5, p. 4-43]
- 12c1 Issuing a verbal order. [FM 101-5, p. 4-59]
- 12c2 Issuing the order concurrently with staff preparation of supporting overlays, matrices, and annexes.
- 12c3 Issuing the order on-the-ground with subordinate commanders.
- 12c4 Providing only minimal products (e.g., DST) to facilitate oral order.
- 12c5 Issuing an overlay order.

OUTCOME 3 ASSESSMENT

OUTCOME 3: Sufficient hard copies of the FASP and all key accompanying documents are provided to key personnel in accordance with TSOP.	Adequate	Marginal	Not Adequate
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(Use tables 8 and 9)

- FA Bn S3 section publishes and issues the FASP.
- Key participants receive the order and all accompanying documents required.
 - Firing batteries
 - Headquarters battery
 - Support battery
 - DS FA Bn staff
 - All reinforcing battalions
 - Brigade FSO/FSE
 - Bn TF FSOs
 - DIVARTY CP

OUTCOME 3 DIAGNOSTIC AID

OUTCOME 3: Sufficient hard copies of the FASP and all key accompanying documents are provided to key personnel.

Task Elements

- 11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
 - 11q. The battalion S3 section publishes the FASP in enough copies required to support the operation. It may be in the form of a written FA support plan, an FA support matrix, or oral orders. [CGSC Student Text 101-5, p. 6-5]
 - 11r. The FASP includes as a minimum the following information and is prepared in a doctrinally correct format. [CGSC Student Text 101-5, p. 6-5]
 - 11r1 Heading to include:
 - b) Confirmation statement in regard to oral orders.
 - c) Copy number.
- 12. **The battalion commander and staff issue a field artillery support plan (FASP).** [FM 101-5, Chap 4]
 - 12a. The battalion commander is in charge of the FASP briefing. [AN; FM 101-5, p. 4-59]
 - 12a1 When possible, the battalion commander personally issues the FASP with all key individuals present. [AN; FM 101-5, p. 4-59]
 - 12a4 All battalion key staff and subordinates are present at the issuance and are alert and attentive during briefing. [FM 101-5, p. 4-59]
 - 12a5 The FASP is issued within not more than 1/3 of the total time available before execution. [ARTEP 71-3 MTP, Task 71-3-3002]
 - c) The battalion S3 ensures that all key commanders/leaders receive a copy of the FASP with all appropriate attachments and overlays. [ARTEP 71-3 MTP, Task 71-3-3002]

12a6 The battalion S3 ensures that the FASP is, at a minimum, distributed to: [AN]

- a) DS FA battalion firing battery commanders.
- b) DS FA battalion HHB commander.
- c) DS FA battalion service battery commander.
- d) DS FA battalion staff.
- e) Brigade FSO.
- f) All reinforcing battalions.
- g) Bn TF FSOs.

OUTCOME 4 ASSESSMENT

OUTCOME 4: Direct support artillery battalion continues command, control, and executes fires (when needed) during the brigade planning process.	Adequate	Marginal	Not Adequate
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- FDC maintains communications with higher and flanking units.
- Signal section leapfrogs systems to maintain communications.
- Fires continue to support units in contact.
- OPSEC is maintained by all elements.
- FA Bn S3 section monitors the current situation.

OUTCOME 4 DIAGNOSTIC AID

OUTCOME 4: Direct support artillery battalion continues command, control, and executes fires (when needed) during the brigade planning process.

Task Elements

1. **The battalion commander and staff direct and lead the battalion and protect the force during planning.** [ARTEP 6-115-MTP, Tasks 06-1-02-2000, 06-2-02-3000, 06-06-502-4000, 5000, 6000]
 - 1a. The battalion commander provides command presence and leadership to soldiers, leaders, and units of the battalion. [AN]
 - 1b. Command group operations are conducted. [AN]
 - 1b1 The battalion commander divides his time between his fire support and FA operations responsibilities.
 - 1b2 During the planning phase, the FSCOORD spends most of his time with the brigade commander or in the FSE.
 - 1b3 The battalion S3 directs the efforts of the DS FA battalion tactical operations center (TOC).
 - 1c. The battalion maintains communications. [AN]
 - 1c1 The battalion CPs maintain communications. [AN]
 - a) CPs establish radio communications. [AN]
 - b) CPs establish alternate communication means. [AN]
 - c) Bn SO coordinates with the S3 regarding: [ARTEP 6-115-MTP, Task 06-1-01-4100]
 - (1) Communications aspects of CP locations.
 - (2) Recommended sites for CPs.
 - 1c2 The battalion commander and staff ensure continuous communications throughout the battalion and with the supported unit. [FM 6-20-1, Chap 6]
 - a) The Bn SO serves as the COMSEC officer and supervises the activities of the COMSEC sub-account. [ARTEP 6-115-MTP, Task 06-1-01-4801, 06-1-01-4100]

- (1) Develops the battalion signal operating instructions (SOI) requirements.
 - (2) Maintains the battalion SOI distribution scheme.
 - (a) All authorized users in the battalion.
 - (b) Level of SOI required.
 - (3) Distributes SOIs to subordinate units as required and maintains accountability.
 - (4) Includes SOI use in battalion plans and orders.
 - (5) Coordinates with higher headquarters for access to necessary SOI items.
 - (6) Supervises the issue and accounting for COMSEC equipment, key lists, codes, and authentication systems.
 - b) All battalion elements establish and maintain radio communications. [AN]
 - c) All battalion elements establish alternate communications means. [AN]
- 1d. Battalion CP operations are conducted. [AN]
 - 1d1 The battalion CP elements conduct necessary tactical movement and occupy assembly areas. [AN]
 - 1d2 The battalion CP reacts to indirect fire. [AN]
 - 1d3 The battalion CP defends against air attack. [AN]
 - 1d4 The battalion HHB commander supervises support of the CP. [ARTEP 6-115-MTP, Task 06-3-01-2110]
 - a) Internal arrangement of the TOC in accordance with unit SOP.
 - (1) Allocates space/shelter for troops in the TOC area.
 - (2) Allocates space/shelter for TOC staff element.
 - (3) Allocates space/shelter for agencies that service the TOC.
 - (4) Coordinates location of support units within the TOC area.
 - b) Supply and services support to the TOC including attached and supporting elements located in the TOC area.
 - (1) Provides food service support.
 - (2) Provides medical support.
 - (3) Provides for treatment and evacuation of casualties, casualty reporting.
 - (4) Provides for morale and religious services.
 - (5) Provides all classes of supply as required.
 - c) Maintenance of HHB equipment located at the TOC.
 - (1) Establishes procedures for issue/turn in of supplies and equipment.

- (2) Ensures that scheduled maintenance is being performed.
 - (3) Ensures that unscheduled maintenance is completed as required.
- d) Movement of the TOC in coordination with the S3.
- (1) Receives general location of the proposed main TOC site from the S3.
 - (2) Reconnoiters proposed CP location.
 - (3) Selects specific main CP location.
 - (a) The CP location provides good communication with higher, lower, and adjacent units.
 - (b) CP is located near routes which provide easy access.
 - (c) The location avoids prominent terrain features.
 - (d) The CP is located on the reverse slope or in defilade to provide cover and concealment.
 - (e) The CP location possesses good drainage, supports vehicular traffic, and has sufficient space to disperse vehicles.
 - (4) Supervises quartering party activities.
 - (5) Supervises allocation of vehicle transportation support to staff elements
 - (6) Deconflicts terrain requirements and routes with brigade S3.
- e) Local security for the TOC.
- (1) Coordinates with the S2 for intelligence considerations.
 - (2) Establishes a perimeter defense to include:
 - (a) Mutually supporting defensive sectors.
 - (b) Target reference points (TRPs).
 - (c) Indirect fires.
 - (d) Obstacles.
 - (3) Conducts rehearsals of the reaction force.
 - (4) Establishes perimeter boundaries and checkpoints.
 - (5) Regulates vehicular traffic in the headquarters area.
 - (6) Develops the sentry/guard plan.
 - (7) Upgrades TOC defenses, e.g., fighting positions are hardened, positions are camouflaged, overhead cover is constructed, obstacles are employed, fields of fire are cleared, range cards are prepared, air guards are positioned, fire plan is integrated, and indirect fires are planned and are coordinated.
 - (8) Establishes NBC defense.

1d6 The battalion S2 section manages the intelligence effort. [ARTEP 6-115-MTP, Task 06-3-01-2500, 2512]

- 1d7 The battalion S2 section monitors implementation of OPSEC measures. [ARTEP 6-115-MTP, Task 06-3-01-2530/1.f]
- 1d8 The battalion S2 section develops a physical security plan. [ARTEP 6-115-MTP, Task 06-3-01-2530]
- 1d9 The battalion S3 directs and monitors battalion reconnaissance and quartering parties. [AN]
- 1d10 The battalion S3 section monitors the current situation. [ARTEP 6-115-MTP, Task 06-3-01-2150]
- a) Conduct of the operation. [ARTEP 6-115-MTP, Task 06-3-01-2150]
 - (1) Determines progress toward mission accomplishment based on current plan.
 - (2) Assesses vulnerability to enemy NBC attack.
 - (3) Recommends adjustments to the plan as required.
 - b) Situation displays on current situation maps (SITMAP), information displays, and journals depicting the following (list is not all inclusive): [ARTEP 6-115-MTP, Task 06-3-01-2150].
 - (1) Location and activity of enemy.
 - (2) Task organization for combat.
 - (3) Maneuver unit activity and commander's assessment.
 - (4) All friendly unit locations.
 - (5) Battery weapon status (crews and equipment).
 - (6) Howitzers laid and ready to fire.
 - (7) Azimuth of fire for all units.
 - (8) Status of radars and cueing schedule.
 - (9) Recent and present significant activities.
 - (10) Current target list.
 - (11) FSCM.
 - (12) Ammunition status.
 - (13) Location and status of observers.
 - (14) Attack guidance.
 - c) Updates of operations estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120/2d]
 - (1) Considers the current enemy situation, to include:
 - (a) Enemy's most probable COA.
 - (b) Vulnerabilities.
 - (c) Changes in enemy's order of battle.
 - (d) Enemy's capability to employ NBC and EW.

- (2) Determines the current friendly situation, including:
- (a) Disposition.
 - (b) Composition.
 - (c) Strength.
 - (d) Recent and present significant activities.
 - (e) Peculiarities and weaknesses.
 - (f) Vulnerability to enemy NBC attacks.
- (3) Maintains liaison with adjacent units.
 - (4) Monitors the civil-military situation as it pertains to battalion operations.
 - (5) Recommends operational changes to the S3 based on changing tactical conditions.
- 1d11 The battalion S3 section implements and maintains OPSEC. [ARTEP 6-115-MTP, Task 06-3-01-7101]
- a) Conducts OPSEC activities associated with the battalion CPs/ command and control (C2) operations during the planning phase.
 - b) Directs and monitors battalion OPSEC during the battalion planning phase.
 - c) Directs fire support for brigade counter reconnaissance operations during the battalion planning phase.
- 1d12 The battalion S3 directs battalion tactical road marches. [ARTEP 6-115-MTP, Task 06-3-01-2140]
- 1d13 The battalion S3 section reacts to an enemy chemical attack. [ARTEP 6-115 MTP, Task 03-3-C203]
- 1d14 The battalion FDC provides fire direction support to all battalion elements in support of the brigade. [ARTEP 6-115-MTP, Task 06-1-02-2300].
- a) Conducts tactical fire control.
 - b) Establishes and maintains SITMAPs and overlays depicting the following.
 - (1) Location of all friendly units.
 - (2) Location and status of all firing units.
 - (3) FSCM.
 - (4) Current target list and fire plans.
 - c) Establishes and maintains communications (digital and voice).
 - (1) To FSOs/FSEs and observers.
 - (2) To firing units.
 - (3) To reinforcing units.

(4) To force artillery headquarters.

- 1d15 The brigade FSE section initiates (establishes) fire support operations. [ARTEP 71-3-MTP, Task 71-3-9001/1]
- a) Collocates the FSE at the brigade main CP.
 - b) Locates FSO at the brigade tactical CP.
 - c) Establishes and maintains communications with:
 - (1) Brigade operations and intelligence (O&I) sections.
 - (2) DIVARTY O&I and the DS FA battalion O&I.
 - (3) Other fire support facilities.
 - (4) Adjacent or reinforcing/reinforced artillery units.
 - d) Establishes and maintains 24-hour radio communications in the following nets: [FM 6-20-40 p. F-4]
 - (1) Brigade FS Net (voice).
 - (2) DS battalion operations/fire net frequency modulated (FM) (digital) as required.
 - (3) DIVARTY operations/fire nets very high frequency (VHF)-FM (digital), as required.
 - (4) Maneuver brigade O&I net VHF-FM (voice). (When FSO is not physically with the brigade commander).
 - e) Plans fires in support of brigade CP.
 - f) Directs and monitors fires in support of brigade operations; the initial focus is the reconnaissance and counter-reconnaissance operations and force protection during the planning phase.
 - g) Performs TVA. [ARTEP 71-3-MTP, Task 71-3-9004]
 - h) Supervises execution of fire support plan. [ARTEP 71-3-MTP, Task 71-3-9003]
 - i) Conducts fire support coordination in support of ground operations. [ARTEP 71-3-MTP, Task 71-3-9002]
 - j) Participates in the brigade targeting team, as required.

1d16 The battalion CMLO performs NBC operations. [AN]

- a) CMLO advises the commander on the appropriate level of MOPP.
- b) All CPs react to a chemical attack.
- c) All CPs prepare for a friendly nuclear strike.
- d) All CPs cross a contaminated area.
- e) All CPs perform hasty decontamination.
- f) CMLO informs batteries of level of MOPP.
- g) CMLO informs batteries of location of decontamination sites.

1d17 The Bn SO coordinates with HHB commander regarding: [ARTEP 6-115 -MTP, Task 06-3-01-2100].

- a) Specific location of communications element at TOC.
 - b) Actual TOC and administration and logistics operation center (ALOC) sites (grid coordinates).
- 1e. The battalion ALOC conducts operations. [AN]
- 1e1 The battalion S4 activates the ALOC. [FM 6-20-1 p. 7-6]
- a) Coordinates with the S1 and XO for establishment of CP.
 - b) Collocates the ALOC with the battalion aid station, unit maintenance collection point, petroleum, oils, and lubricants and ammunition sections.
 - c) Maintains 24-hour operations.
 - d) Establishes communications with higher and subordinate units.
 - e) Coordinates with the FSB staff requirements for sustaining close, deep, and rear operations.
- 1e2 The battalion S4 section, in conjunction with the S1 section, monitors battalion operations.
- a) Prepares and maintains staff journals.
 - b) Maintains current SITMAP.
 - c) Prepares and maintains information displays.
 - d) Monitors the tactical situation.
 - e) Monitors personnel activities.
 - f) Monitors the intelligence situation.
 - g) Monitors the civil-military situation as it affects CSS.
- 1e3 The battalion S4 conducts operations. [AN]
- a) The battalion S4 section coordinates transportation and movements. [AN]
 - b) The battalion S4 section provides staff supervision of transportation and movements.
 - c) The battalion S4 section maintains information on the status of maintenance and supplies to include: [ARTEP 6-115-MTP, Task 06-2-01-6000]
 - (1) Battalion supply operations from the BSA.
 - (2) Maintains the current status of equipment readiness in the battalion.
 - (3) Recovery, repair, and return of non-mission capable equipment.
 - (4) Maintains current status of supplies.
 - (5) BSA operations.
 - (6) Protect supplies from NBC contamination.

- (7) Battalion enemy prisoner of war (EPW) processing.
 - (8) Battalion graves registration services.
 - d) Performs maintenance on battalion rear CP vehicles and equipment.
 - e) Resupplies the battalion rear CP.
- 1f. The battalion supply operations center (BSOC) conducts operations. [FM 6-20-1, p. 7-5]
- 1fi. The S1, assisted by the battalion S4 noncommissioned officer in charge (NCOIC), activates the BSOC.
- a) Coordinates with the FSB commander for establishment of CP.
 - b) Collocates the BSOC with the FSB.
 - c) Maintains 24-hour operations.
 - d) Establishes communications with higher and subordinate units.
 - e) Coordinates with the FSB staff requirements for sustaining close, deep, and rear operations.
- 1f2. The battalion S4 section, in conjunction with the S1 section, monitors battalion operations.
- a) Prepares and maintains staff journals.
 - b) Maintains current SITMAP.
 - c) Prepares and maintains information displays.
 - d) Monitors the tactical situation.
 - e) Monitors personnel activities.
 - f) Monitors the intelligence situation.
 - g) Monitors the civil-military situation as it pertains to personnel support.
- 1f3. The battalion S1 section conducts operations. [AN]
- a) Conducts replacement operations. [ARTEP 6-115-MTP, Task 12-1-C405; FM 6-20-1, Chap 7]
 - b) Performs strength management. [ARTEP 6-115-MTP, Task 12-1-C404; FM 6-20-1, Chap 7]
 - c) Performs essential personnel actions. [ARTEP 6-115-MTP, Task 12-1-C406]
 - d) Coordinates essential financial support. [ARTEP 6-115-MTP, Task 12-1-C406]
 - e) Provides essential administration support.
 - (1) Personnel services. [ARTEP 6-115-MTP, Task 12-1-C406]
 - (2) Personnel administration center (PAC) operations.
 - f) Assesses the status of subordinate unit morale.
 - g) Coordinates morale, welfare, and recreation services.

- h) Provides essential legal support.
 - i) Manages the awards and decorations program.
- 1f4 The battalion medical section directs and conducts health preservation and medical support activities. [ARTEP 6-115- MTP, Task 08-3-C002]
- a) Preventative health activities. [ARTEP 6-115- MTP, Task 08-3-C003]
 - b) Treatment, evacuation, and reporting of all casualties. [ARTEP 6-115-MTP, Task 08-2-0334, 08-3-C006]
 - c) Battalion aid station medical activities. [ARTEP 6-115- MTP, Task 08-3-C004]
- 1f5 The battalion chaplain section provides religious support to the battalion. [ARTEP 6-115-MTP, Task 16-1-C001]
- 1f6 The BSOC reacts to indirect fire. [AN]
- 1f7 The BSOC defends against air attack. [AN]
- 1g. The battalion delivers field artillery fires. [ARTEP 6-115-MTP, Task 06-1-02-3042/1.a.2, 06-2-02-3000]
- 1g1 Maintains a continuous capability to deliver FA fires. [ARTEP 6-115-MTP, Task 06-1-02-3042/1.a]
- 1g2 Provides immediately responsive fires to the supported maneuver unit. [ARTEP 6-115-MTP, Task 06-1-02-3042/2]
- 1g3 Executes brigade fire support plan.
7. **The battalion commander and staff develop course(s) of action.** [FM 101-5, p. 4-26; FM 71-123]
- 7k. The brigade FSO participates in brigade targeting team efforts during COA development. [AN]
11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
- 11h. The Bde fire support officer/section develops the brigade fire support plan. (The FASP is based on the brigade fire support plan.) [FM 6-20-1 p. 3-8]

- 11h8 The brigade FSO prepares fire support products for inclusion in the brigade OPORD; products include: [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-3/24 ID; FN-194 AR]
- a) FSCM graphics. [FM 101-5, p. H-128; AN]
 - b) Target lists. [FM 6-20-40, p. 2-5, C-18; FM 6-20-50, p. 2-5, E-13; AN]
 - c) AGM. [FM 6-20-10, p. 2-16; FM 6-20-40, p. 2-5, C-8; FM 6-20-50, p. 2-5, E-6; FM 101-5, p. H-128; AN]
 - d) HPTL. [FM 6-20-10, p. 2-16; FM 6-20-40, p. C-9; FM 101-5, p. H-128; AN]
 - e) FSEM. [FM 6-20-10, p. 5-11; FM 6-20-40, p. 2-16, C-16; FM 6-20-50, p. E-12; FM 101-5, p. H-173; AN]
 - f) Target selection standards (TSS). [FM 101-5, p. H-128]
 - g) Target overlays. [FM 6-20-40, p. 2-13; FM 6-20-50, p. 2-5; AN]
- 11h9 The brigade FSO includes DS artillery battalion FASP as an appendix to the brigade fire support plan when the FASP is published.

PRODUCT REVIEW MEASURES OF EFFECTIVENESS

The following tables are directed at capturing the DS FA's ability to plan for internal operations and providing fire support for the brigade's operations. Table 1 records the time taken by the DS FA to complete the planning phase. Table 2 further examines the timeliness with which WARNOs and the FASP were received by subordinate units. This table also permits the examination of whether the information required by receiving units was disseminated. Table 3 examines the ability of the DS FA commander and staff to conduct the planning process. Table 4 assesses the quality of the estimates developed for COA analyses. Table 5 looks at whether or not the information from brigade which "drives" DS FA planning was acquired and used by the battalion for planning purposes. Table 6 examines the tactical soundness of the DS FA planning. Table 7 is concerned with the integration and coordination of the elements of combat power available to the artillery battalion. Table 8 assesses the doctrinal adequacy of the FASP. Table 9 reviews the quality of the FASP briefing. Table 10 reviews the conduct of confirmation briefings.

Table 1. DS FA receipt of orders.

This table addresses the timelines for OPORD issuance. Indicate the dates and times the following occurred.

Date/Time DS FA Battalion first received information about the new mission (e.g., alert from brigade headquarters to attend division orders brief)	Date: _____ Time: _____
Date/Time DS FA battalion received information from DIVARTY	Date: _____ Time: _____
Date/Time DS FA battalion received brigade's initial WARNO	Date: _____ Time: _____
Date/Time brigade designated for Start of Mission	Date: _____ Time: _____
Date/Time DS FA battalion issued initial WARNO	Date: _____ Time: _____
Date/Time brigade issued OPORD	Date: _____ Time: _____
Date./Time DS FA battalion issued Field Artillery Support Plan (FASP).	Date: _____ Time: _____
Date/Time DS FA battalion completed confirmation briefing.	Date: _____ Time: _____

Table 2. Times orders were received by DS FA Bn subordinate units.

Once orders and additional information are received at battalion headquarters, subordinate leaders need to be provided relevant information in time to conduct troop leading procedures (TLP) for planning and other TLP was provided. Indicate the date and time the following units received orders from the DS FA battalion and whether or not the information needed was provided.

Receiving Unit (As Appropriate)	WARNO #1	WARNO #2	WARNO #3	Other WARNOs	OPORD
Battery A	Date _____ Time _____ Critical information provided? Yes _____ No _____	Date _____ Time _____ Critical information provided? Yes _____ No _____	Date _____ Time _____ Critical information provided? Yes _____ No _____	# _____ Date _____ Time _____	Date _____ Time _____
Battery B	Date _____ Time _____ Critical information provided? Yes _____ No _____	Date _____ Time _____ Critical information provided? Yes _____ No _____	Date _____ Time _____ Critical information provided? Yes _____ No _____	# _____ Date _____ Time _____	Date _____ Time _____
Battery C	Date _____ Time _____ Critical information provided? Yes _____ No _____	Date _____ Time _____ Critical information provided? Yes _____ No _____	Date _____ Time _____ Critical information provided? Yes _____ No _____	# _____ Date _____ Time _____	Date _____ Time _____
Service Battery	Date _____ Time _____ Critical information provided? Yes _____ No _____	Date _____ Time _____ Critical information provided? Yes _____ No _____	Date _____ Time _____ Critical information provided? Yes _____ No _____	# _____ Date _____ Time _____	Date _____ Time _____

Table 2. (Continued)

Receiving Unit (As Appropriate)	WARNO #1	WARNO #2	WARNO #3	Other WARNOs	OPORD
Brigade FSO/FSE	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
TF FSO _____	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
TF FSO _____	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
TF FSO _____	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____

Table 2. (Continued)

Receiving Unit (As Appropriate)	WARNO #1	WARNO #2	WARNO #3	Other WARNOs	OPORD
HHB	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____
	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Time _____
Reinforcing battalion	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____
	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Time _____

Notes:

Table 3. The DS FA battalion commander and staff planning process.

This table is designed to capture aspects of the DS FA battalion commander's leadership during mission preparation. Process statements are used to describe an aspect of the planning process. A numerical scale is included to identify the degree of proficiency to which the process was accomplished. Circling "1" on the scale means the task was not accomplished. ("2" and "3" are provided to differentiate between extremes.) Circling "2" means the task was poorly accomplished; "3" indicates the task was accomplished but requires training. Circling "4" means the task was performed in accordance with (IAW) doctrine. The paragraphs under the process statements are "anchors" to guide the assessor when determining whether the process statements were accomplished. The "anchors" are not meant to be all inclusive.

1. Upon receipt of the higher headquarters order, the battalion commander and staff immediately began processing and disseminating the information.
(Use Table 1)

Critical information for all staff participants or information for subordinates was not provided. Timelines for staff or subordinate elements was not provided.	1	2	3	4	Appropriate staff procedures (e.g., timelines for time management) were implemented, pertinent information was immediately disseminated to subordinate elements, and planning was immediately initiated in parallel with the supported brigade.
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2. The DS FA battalion commander and staff completed the mission analysis.

Mission analysis resulted in an incomplete or inaccurate derivation of the supported brigade, DIVARTY, or division commanders' intents. The depiction of the enemy's capabilities or probable COAs was inaccurate. Major timelines, DS FA battalion capabilities, essential details of the impending operation, assumptions, constraints, essential tasks, or risks were not assessed or accurately communicated.	1	2	3	4	Mission analysis resulted in an accurate depiction of all enemy capabilities and probable COAs, DS FA capabilities, an appropriately restated mission, correct assumptions, constraints, risks, and essential tasks.
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Table 3. (Continued)

3. The DS FA battalion commander or S3 issued planning focus and guidance to the staff.				
The planning guidance provided was incomplete or unclear, and did not focus the DS FA staff so that the use of planning time could be optimized.	1	2	3	4
The DS FA commander or S3 focused the staff (e.g., clear guidance for COA development) so that efficient use of the planning time available was made.				
4. The DS FA battalion commander, S3, and staff properly managed the use of available time. (Use Tables 1 and 2)				
The commander and staff did not establish, refine, or adhere to their own time plan reducing the planning time for subordinate elements (e.g., violated the 1/3, 2/3rds 'time standard').	1	2	3	4
The commander and staff established, refined, and adhered to their time plan thereby maximizing planning time available for all DS FA elements.				
5. The DS FA commander issued his intent for the mission.				
The DS FA commander did not provide subordinates with an overview of the mission or allow subordinate use of initiative. The battalion commander's intent was unclear, verbose, incomplete, or imprecise.	1	2	3	4
The DS FA commander issued his intent which provided subordinates with an overview of the mission and provided for subordinate initiative. The commander's intent was succinctly, precisely, concisely, clearly, and completely expressed, and reflected the supported brigade, DIVARTY, and division commanders' intents.				
6. The DS FA commander and staff developed courses of action (COA). (Use Tables 4 and 5)				
The COAs developed were not distinct, complete, suitable, feasible, or acceptable.	1	2	3	4
The commander and staff developed distinct, suitable, feasible, and acceptable COAs.				

Table 3. (Continued)

7. The DS FA commander and staff analyzed (war-game) COA. (Use Table 6)

The commander or staff failed to coordinate activities, remain objective, accurately assess suitability, feasibility, acceptability, or identify critical events and problems while war-gaming.	1	2	3	4	The commander and staff remained objective, accurately assessed advantages and disadvantages, identified all critical events, problems for each COA war-gamed, and provided the basis for a synchronized battle.
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8. The DS FA staff compared courses of action. (Use Table 6)

COAs were not compared due to premature selection or the COA selected was not the most suitable, feasible, or acceptable.	1	2	3	4	COAs were thoroughly compared. The most suitable, feasible, and acceptable COA was identified and recommended to the commander.
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9. The DS FA commander announced his decision.

The DS FA battalion commander issued an unclear intent statement or concept of operation. Supporting fires needed for the brigade, specific command/support relationships, or a clear designation of the main effort were not provided, poorly stated, or did not support the brigade in accordance with the brigade commander's intent for fires.	1	2	3	4	The commander decided upon a suitable, feasible, and acceptable COA. The commander clearly and succinctly expressed his decision. Supporting fires needed for the brigade, specific command/support relationships, and a clear designation of the main effort were provided in support of the armored brigade.
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10. The battalion S3 and staff developed the FASP (Use Table 7).

The FASP was not clear or concise. It did not have all the necessary overlays, annexes, and templates.	1	2	3	4	The S3 and staff worked together and developed a complete, concise, and timely FASP and all supporting documents.
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Table 4. Quality of the estimates required for COA development.

This table examines the quality of each estimate required to produce a suitable, feasible, and acceptable COA. "Forward looking" means the estimate anticipated future situations and requirements. "Continuously updated" means the estimate contained all the current information needed and that it was updated as information changed. "Complete" means that all the information required was included in the estimate. "Timely" means that the estimate was completed in time to be of use. "Relevant" means that all the information in the estimate pertained to the actual situation. "Useable for COA analysis" means that all the available information incorporated into the estimate was accurate, concise, and appropriately addressed METT-T. There is space to record notes following the table.

Estimate	Forward looking ?	Continuously updated ?	Complete ?	Timely ?	Accurate ?	Useable for COA analysis?
Commander's estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Intelligence estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Logistics estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Personnel estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Medical estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Communications estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
OPSEC estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
NBC estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No

Notes:

Table 5. Integration of information from the supported brigade which “drives” field artillery planning at battalion.

The following table is designed to capture the support requirements for the brigade which is based on information provided by the brigade and DIVARTY. The DS FA Bn commander and staff must examine the information provided to plan adequate support for the brigade. The left column identifies sources of information that should be used in the FA Bn’s planning. Circle the appropriate response in the next eight columns to indicate whether the FA Bn obtained and correctly used the brigade’s information in the relevant planning actions.

Information from the supported brigade	Relevant direct support field artillery requirements to support the brigade							Incorporated into FASP?	
	Top-down fire planning	Firing battery positions	Reinforcing unit's position	Positions for other FS units	Expanded MCOO	Position area overlay	CSS plan		
Cdr's guidance - fire support	Yes	No				Yes	No	Yes	No
FS plan	Yes	No	Yes	No		Yes	No	Yes	No
MCOO				Yes	No	Yes	No	Yes	No
Cdr's designated HPTs	Yes	No	Yes	No		Yes	No	Yes	No
Attack guidance	Yes	No	Yes	No		Yes	No	Yes	No
Top-down fire planning	Yes	No						Yes	No
Bde AO deconfliction				Yes	No	Yes	No	Yes	No
FSCM	Yes	No				Yes	No	Yes	No
Attack of HPTs	Yes	No	Yes	No		Yes	No	Yes	No
FA task organization	Yes	No	Yes	No	Yes	No	No	Yes	No
Available supply rate (ASR)/CSR	Yes	No						Yes	No
Special munitions	Yes	No				Yes	No	Yes	No

Table 6. Tactical soundness of the plan.

This table addresses the tactical soundness of the DS FA Bn's planning and not the battalion's field artillery support plan (FASP) which is the product of the planning process. A "suitable" plan is capable of supporting the brigade mission within the DIVARTY and supported brigade commanders' intents. "Feasible" refers to whether the DS FA battalion and each subordinate unit has sufficient means, resources, and time available to accomplish their missions as planned. An "acceptable" plan subjects the force, or part of the force, to no more risk than is necessary to meet the brigade and DIVARTY commanders' intents. Indicate whether the plan satisfied these criteria in order to support the brigade as a whole and each of its subordinate units.

Planned Support by the DS FA Battalion			
Considerations	Suitable?	Feasible?	Acceptable?
Field Artillery fires in support of brigade maneuver, e.g.: <ul style="list-style-type: none"> • R&S Operations • Close Operations • Deep Operations • Rear Operations • Branches and sequels • Disengagement (if appropriate) 	Yes	Yes	Yes
Fire Support in support of the brigade mission, e.g.: <ul style="list-style-type: none"> • HPTs • Targeted areas of interest (TAI) 	Yes	Yes	Yes
Intelligence activities to support the brigade acquisition requirements, e.g.: <ul style="list-style-type: none"> • Observers (e.g., FIST) • Radar 	Yes	Yes	Yes

Table 6. (Continued)

Considerations	Suitable?	Feasible?	Acceptable?
Field Artillery fires to support brigade's mobility and countermobility, e.g.: <ul style="list-style-type: none"> • FASCAM employment • Obscuration • Suppression 	Yes No	Yes No	Yes No
Field Artillery fires to support brigade's SEAD defense e.g.: <ul style="list-style-type: none"> • Enemy attack helicopter firing power • Enemy UAV launch sites, ground control 	Yes No	Yes No	Yes No
Field Artillery fires to support brigade combat service support, e.g.: <ul style="list-style-type: none"> • BSA preplanned fires 	Yes No	Yes No	Yes No
Command, Control, & Communications to support brigade operations, e.g.: <ul style="list-style-type: none"> • BOC location • DS FA commander location • Communication call signs and pre-designated calls for fire 	Yes No	Yes No	Yes No

If any portion of the plan was unsuitable, not feasible, or unacceptable specify the reason(s) why:

Table 7. Integration and coordination of combat, combat support, and combat service support.

Intent of this table is to record the DS FA Bn commander's and staff's ability to integrate and coordinate the elements of combat power represented by combat, combat support, and combat service support capabilities available to the DS FA Bn. "Integrated" and "coordinated" mean that the activities of the available elements of combat power were effectively planned for so that each can be brought to bear on the battle at the appropriate times. The results of integration and coordination will be that the elements of combat power are available to influence the mission accomplishment as envisioned by the DS FA Bn commander. The commander's and staff's actions during the planning phase must cause the elements of combat power to be deconflicted vertically, horizontally, and within the BOS to ensure that they can be brought together in a harmonious order or relationship during the battle. (Subsequent to this integration and coordination, the brigade commander will synchronize the capabilities of all of the elements of the brigade combat team.) Circle the response appropriate for the integration and coordination for each element of combat power. For those elements of combat power listed in the table but not available to the DS FA Bn, the observer should circle "N/A".

Considerations	Integrated and Coordinated?	
Intelligence, e.g.:		
• Positioning, operating parameters for radars	Yes	No
• Acquisition of information		N/A
Command and Control, e.g.:		
• Communications networks		
• CP locations	Yes	No
• Location of Bn Cdr (demands of FA Bn command vs Bde FSCCOORD)		N/A
• Rehearsals' schedules		
Maneuver, e.g.:		
• Movement	Yes	No
• Deconfliction of positioning		N/A

Table 7. (Continued)

Considerations	Integrated and Coordinated?
Fire Support, e.g.: <ul style="list-style-type: none"> • FSCMs • JAAT • SEAD • NSF (if available) • Rear area combat operations (RACO) • Positioning of observers 	Yes N/A No
Mobility and Survivability, e.g.: <ul style="list-style-type: none"> • Breaches and crossings • Survivability positions • Decontamination sites 	Yes N/A No
Air Defense, e.g.: <ul style="list-style-type: none"> • Combined arms for air defense (CAFAD) • Air defense artillery (ADA) protection 	Yes N/A No
Combat Service Support, e.g.: <ul style="list-style-type: none"> • Vehicle and equipment recovery and repair • Delivery of CL V • Emergency resupply • Stockpiling and caches 	Yes N/A No

Table 8. Quality of the FASP.

The FASP should be complete with all the necessary components and component elements. Decide whether or not the FASP had all the components ("Included"), whether the components were complete ("Complete"), whether the information provided was accurate, clear, and concise. "Clear" means using only doctrinal terms and abbreviations as listed in FM 100-5-1. "Concise" means using the most effective, efficient format to convey information that indicates actions to be taken; often this means using overlays and other graphics to convey information which would otherwise require lengthy written documents. Circle the appropriate responses.

Content	Included ?	Complete ?	Accurate information ?	Clear ?	Concise ?
Administrative Information	Yes	No	Yes	No	No
• Classification	Yes	No	Yes	No	No
• Heading	Yes	No	Yes	No	No
• Acknowledgment	Yes	No	Yes	No	No
• Authentication	Yes	No	Yes	No	No
• Distribution	Yes	No	Yes	No	No
Situation	Yes	No	Yes	No	No
• Enemy Forces	Yes	No	Yes	No	No
• Friendly Forces	Yes	No	Yes	No	No
• Attachments	Yes	No	Yes	No	No
• Detachments	Yes	No	Yes	No	No
Mission	Yes	No	Yes	No	No
Execution	Yes	No	Yes	No	No
• Commander's Intent	Yes	No	Yes	No	No
• Concept of operations	Yes	No	Yes	No	No
• Coordinating instructions	Yes	No	Yes	No	No
Service Support	Yes	No	Yes	No	No
Command & Signal	Yes	No	Yes	No	No

Table 8. (Continued)

Content	Included ?	Complete ?	Accurate information ?	Clear ?	Concise ?
Annexes, Matrices, & Overlays	Yes	Yes	Yes	Yes	Yes
• FA Support Matrix	Yes	Yes	Yes	Yes	Yes
• Fire Plan	Yes	Yes	Yes	Yes	Yes
• Tactical fire direction system (TACFIRE) Improved fire support automation system (IFSAS)/Advanced field artillery tactical data system (AFATDS)/TACFIRE (as appropriate)	Yes	Yes	Yes	Yes	Yes
• FA Positioning and Movement Overlay	Yes	Yes	Yes	Yes	Yes
• Target Acquisition	Yes	Yes	Yes	Yes	Yes
• Survey Plan	Yes	Yes	Yes	Yes	Yes

Table 9. FASP briefing.

This table examines the quality of the FASP briefing conducted by the DS FA battalion commander and staff. "Yes" means the particular aspect of the briefing was accomplished in accordance with doctrine. "No" means the aspect was either not done or requires training.

	Yes	No
1. When possible, the DS FA commander personally issued the FASP.	Yes	No
2. All key individuals were present.	Yes	No
3. The briefing was organized to follow the written FASP format.	Yes	No
4. DS FA commander minimized distractions.	Yes	No
5. All personnel present were alert and listening.	Yes	No
6. DS FA commander's presentation was clear and concise.	Yes	No
7. Sketch maps were used to convey the plan.	Yes	No
8. Participants were encouraged to ask questions when necessary.	Yes	No
9. A dynamic interaction occurred during the briefing.	Yes	No
10. The staff contributed as required and were able to issue any relevant information.	Yes	No
11. The DS FA commander issued the FASP to subordinates on the ground forward in the battle area where they could see the terrain.	Yes	No
12. When possible, the site selected for the briefing minimized travel time for key leaders.	Yes	No
13. The site selected was secured and relatively safe.	Yes	No
14. FSCoord or FSO briefed the supported brigade's fire support plan.	Yes	No
15. DS FA S3 ensured all key commanders/leaders received a copy of the FASP with all attachments and overlays.	Yes	No
16. Subordinate leaders and staff members were provided time, location, and guidance for subsequent brief-backs and rehearsals.	Yes	No

Notes:

Table 10. Confirmation briefing.

Indicate whether designated personnel were present at the briefing of the FASP, and whether a briefback was given by circling the appropriate response. "Adequate" means the individual demonstrated a comprehensive understanding of the FA Bn mission and the missions for his unit. "Not Adequate" means the individual demonstrated a lack of understanding of either the commander's intent or the mission(s) for his unit. Write down the problem in the space provided if the backbrief was inadequate.

Leader	Present at the DS FA OPORD briefing?	Gave backbrief?	Leader's understanding of mission and tasks:
Bn XO	Yes No		Adequate
Bn S3	Yes No		Not Adequate: Adequate
Bn S2	Yes No		Not Adequate: Adequate
Battery A commander	Yes No	Yes No	Not Adequate: Adequate
Battery B commander	Yes No	Yes No	Not Adequate: Adequate
Battery C commander	Yes No	Yes No	Not Adequate: Adequate

Table 10. (Continued)

Leader	Present at the DS FA OPORD briefing?		Gave backbrief?	Leader's understanding of mission and tasks:	
DS FA Bn HHB Cdr	Yes	No	Yes	No	Adequate Not Adequate:
DS FA Bn Service Battery Cdr	Yes	No	Yes	No	Adequate Not Adequate:
Brigade FSO (when available)	Yes	No			Adequate Not Adequate:
Bn TF FSO _____ (when available)	Yes	No			Adequate Not Adequate:
Bn TF FSO _____ (when available)	Yes	No			Adequate Not Adequate:
Bn TF FSO _____ (when available)	Yes	No			Adequate Not Adequate:
DS FA Bn Staff (when available)	Yes	No			Adequate Not Adequate:
Reinforcing Bns	NA	Yes	No		

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Field Manuals (FMs)

- 1-111 Aviation Brigade, August 1990
- 3-3 Chemical and Biological Contamination Avoidance, November 1992
- 3-7 NBC Handbook, September 1994
- 3-50 Smoke Operations, December 1990
- 3-101 Chemical Staffs and Units, April 1987
- 6-20 Fire Support in the Airland Battle, May 1988
- 6-20 Doctrine for Fire Support, Coordinating Draft, September 1995
- 6-20-1 The Field Artillery Cannon Battalion, November 1990
- 6-20-2 Tactics, Techniques, and Procedures for Corps Artillery, Division Artillery, and Field Artillery Brigade Headquarters, January 1993
- 6-20-10 TTP for The Targeting Process, 9 February 1995
- 6-20-30 Fire Support for Corps and Division Operations, October 1989
- 6-20-40 Fire Support for Brigade Operations (Heavy), January 1990
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- 34-130 Intelligence Preparation of the Battlefield, July 1994
- 71-3 Armored and Mechanized Infantry Brigade, 8 January 1996
- 71-123 Tactics, Techniques, and Procedures for Combined Arms Heavy Forces: Armored and Mechanized Infantry Brigade, Battalion/Task Force, and Company/Team, September 1992
- 71-100 Division Operations, June 1990
- 100-5 Operations, June 1993
- 100-5-1 Operational Terms and Symbols, 21 October 1995

101-5 Command and Control for Commanders and Staff, ~~Final Draft~~, August 1993

Army Training and Evaluation Programs (ARTEPs)

6-115-MTP MTP for Field Artillery Cannon Battalion Headquarters and Headquarters Battery, Headquarters, Headquarters and Service Battery; or Service Battery, November 1990

6-115-20-MTP MTP for the Field Artillery Cannon Battalion Fire Support, January 1990

71-3-MTP MTP for the Heavy Brigade Command Group and Staff, October 1988

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101-5 Command and Staff Decision Processes, February 1995

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Battle Command: Leadership and Decision Making for War and Operations Other than War, Battle Command Laboratory, Fort Leavenworth, KS, April 1994

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Bn TF BF 1, Task Analysis for Conduct Intelligence Planning, Kent Harrison, November 1993

Bde BF 15, Task Analysis for Coordinate, Synchronize, and Integrate Fire Support as Accomplished by a Brigade Combat Team, Bartholomew J. McIlroy, Jr., William J. Mullen, III, J. Douglas Dressel, and Franklin L. Moses, August 1996

Bde BF 18, Plan for Combat Operations (Battlefield Function 18) as Accomplished by a Heavy Brigade Volume 1, Kent E. Harrison, Terry P. Bartkoski, Dorothy L. Finley, and Kathleen A. Quinkert, In Press

Appendix A

ACRONYMS AND ABBREVIATIONS

A2C2	Army airspace command and control
AAR	after-action review
AD	air defense
ADA	air defense artillery
AFATDS	advanced field artillery tactical data system
AGM	attack-guidance matrix
AI	area of interest
ALO	air liaison officer
ALOC	administration and logistics operation center
AN	author note
AO	area of operations
App	appendix
AR	armor
ARI	Army Research Institute
ARTEP	Army Training and Evaluation Program
ASR	available supply rate
ATP	ambulance transfer point
BAO	battalion/brigade ammunition officer
BCBL	Battle Command Battle Laboratory
BDA	battle damage assessment

Bde	brigade
BF	battlefield function
Bn	battalion
BOC	battery operations center
BOS	battlefield operating system(s)
BSA	brigade support area
BSOC	battalion support operations center
C2	command and control
C2W	command and control warfare
C3	command, control, and communications
C3I	command, control, communications, and intelligence
CAFAD	combined arms for air defense
CAS	close air support
CCF	critical combat function(s)
CCIR	commander's critical information requirements
Cdr	commander
CGSC	Command and General Staff College
CI	counterintelligence
CL	class
CL I	subsistence items
CL II	individual equipment, clothing, tool sets, house keeping supplies
CL III	petroleum, oils, lubricants

CL IV	construction and barrier material
CL V	ammunition
CL VII	major end items
CL IX	repair parts and components
CMLO	chemical officer
Co	company
COA	course of action
COLT	combat observation lasing team
COMSEC	communications security
CP	command post
CPX	command post exercise
CS	combat support
CSR	controlled supply rate
CSS	combat service support
D3A	decide, detect, deliver and assess
DA	Department of the Army
DIVARTY	division artillery
DMP	decision-making process
DP	decision point
DS	direct support
DST	decision support template
DTDD	Directorate of Training Development and Doctrine

ECCM	electronic counter countermeasures
EEFI	essential elements of friendly information
EPW	enemy prisoner(s) of war
EW	electronic warfare
FA	field artillery/function analysis
FASCAM	family of scatterable mines
FASP	field artillery support plan
FDC	fire direction center
FDO	fire direction officer
FFIR	friendly forces information requirements
FIST-V	fire support team vehicle
FLOT	forward line of own troops
FM	field manual
FM	frequency modulated
FN	field note
FS	fire support
FSB	forward support battalion
FSCM	fire support coordinating measure
FSCoord	fire support coordinator
FSE	fire support element
FSEM	fire support execution matrix
FSO	fire support officer
FTX	field training exercise

FXXITP	Force XXI Training Program
GS	general support
GSR	general support-reinforcing
HHB	headquarters and headquarters battery
HPT	high payoff targets
HPTL	high payoff target list
HSS	health service support
HVT	high-value target
IAW	in accordance with
ID	infantry division
IFSAS	improved fire support automation system
IN	infantry
IPB	intelligence preparation of the battlefield
IR	information requirements
ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
JAAT	joint air attack team
JRTC	Joint Readiness Training Center
LNO	liaison officer
LRP	logistics release point
MBA	main battle area
MCOO	modified combined obstacle overlay
MDMP	military decision-making process

MEDEVAC	medical evacuation
METT-T	mission, enemy, terrain, troops, and time available
MI	military intelligence
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MSR	main supply route
MTP	mission training plan
NAI	named area of interest
NBC	nuclear, biological, and chemical
NCOIC	noncommissioned officer in charge
NGLO	naval gunfire liaison officer
NSF	naval surface fires
NTC	National Training Center
OB	order of battle
OEG	operational exposure guide
O&I	operations and intelligence
OP	observation post
OPLAN	operations plan
OPORD	operations order
OPSEC	operations security
PA	physicians assistant
PAC	personnel and administration center

PADS	position azimuth determining system
PGM	precision guided munitions
PIR	priority intelligence requirements
R&S	reconnaissance and surveillance
RACO	rear area combat operations
RPV	remotely piloted vehicle
RSR	required supply rate
S1	adjutant/personnel officer, brigade and battalion staff
S2	intelligence officer, brigade and battalion staff
S3	operations and training officer, brigade and battalion staff
S4	supply/logistics officer, brigade and battalion staff
SEAD	suppression of enemy air defenses
Sgt	sergeant
SIGSEC	signals security
SIT TEMP	situation template
SITMAP	situation map
SO	signal officer
SOI	signal operating instructions
SOP	standing operating procedures
ST	student text
TACFIRE	tactical fire direction system
TAI	targeted area of interest
TF	task force

TLP	troop leading procedures
TOC	tactical operations center
TRADOC	U.S. Army Training and Doctrine Command
TRP	target-reference point
TSOP	tactical standing operating procedures
TSS	target selection standards
TVA	target value analysis
UAV	unmanned aerial vehicle
USAARMC	United States Army Armor Center
USAARMS	United States Army Armor School
USAF	United States Air Force
USAFAS	United States Army Field Artillery School
USMC	United States Marine Corps
USN	United States Navy
VHF	very high frequency
WARNO	warning order
XO	executive officer